



2016-17

BUDGET

Paper No. 2



**BUDGET
STATEMENTS**
VOLUME 2



2016-17 BUDGET

BUDGET STATEMENTS

Budget Paper No. 2
Volume 2

**PRESENTED TO THE LEGISLATIVE ASSEMBLY
ON 12 MAY 2016**

2016-17 Budget Statements
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BUDGET STATEMENTS

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CHAPTER 3

AGENCY INFORMATION IN SUPPORT OF THE ESTIMATES

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Further information pertaining to the 2016-17 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 9

Attorney General; Minister for Commerce

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Attorney General			
	– Delivery of Services.....	340,843	352,618	342,579
	– Capital Appropriation.....	6,272	4,584	6,247
	Total.....	347,115	357,202	348,826
	Corruption and Crime Commission			
	– Delivery of Services.....	32,003	30,371	30,114
	Total.....	32,003	30,371	30,114
	Commissioner for Equal Opportunity			
	– Delivery of Services.....	3,379	4,992	3,831
	Total.....	3,379	4,992	3,831
	Office of the Director of Public Prosecutions			
	– Delivery of Services.....	35,063	35,063	35,057
	Total.....	35,063	35,063	35,057
	Commissioner for Children and Young People			
	– Delivery of Services.....	3,082	3,082	3,133
	Total.....	3,082	3,082	3,133
	Office of the Information Commissioner			
	– Delivery of Services.....	2,391	2,391	2,336
	Total.....	2,391	2,391	2,336
	Parliamentary Inspector of the Corruption and Crime Commission			
	– Delivery of Services.....	713	713	726
	Total.....	713	713	726

Part 9

Attorney General; Minister for Commerce

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Commerce			
	– Delivery of Services.....	66,606	42,690	58,105
	– Administered Grants, Subsidies and Other Transfer Payments ...	-	9,945	7,644
	Total.....	66,606	52,635	65,749
	Registrar, Western Australian Industrial Relations Commission			
	– Delivery of Services.....	12,754	12,606	12,456
	– Capital Appropriation.....	-	791	1,286
	Total.....	12,754	13,397	13,742
	GRAND TOTAL			
	– Delivery of Services.....	496,834	484,526	488,337
	– Administered Grants, Subsidies and Other Transfer Payments ...	-	9,945	7,644
	– Capital Appropriation.....	6,272	5,375	7,533
	Total	503,106	499,846	503,514

Division 38 Attorney General

Part 9 Attorney General; Minister for Commerce

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 73 Net amount appropriated to deliver services	261,225	246,296	252,454	248,810	240,293	237,000	236,603
Amount Authorised by Other Statutes							
- Children's Court of Western Australia Act 1988.....	466	438	438	438	438	438	438
- Criminal Injuries Compensation Act 2003.....	26,200	31,817	37,434	31,817	31,817	31,817	31,817
- District Court of Western Australia Act 1969.....	11,350	12,122	12,122	12,122	12,122	12,122	12,122
- Judges' Salaries and Pensions Act 1950..	10,956	10,836	10,836	10,836	10,836	10,836	10,836
- Salaries and Allowances Act 1975	30,740	32,841	32,841	32,053	32,047	32,042	32,042
- Solicitor General Act 1969.....	576	590	590	594	594	594	594
- State Administrative Tribunal Act 2004	4,724	5,872	5,872	5,878	5,878	5,878	5,878
- Suitor's Fund Act 1964	31	31	31	31	31	31	31
Total appropriations provided to deliver services.....	346,268	340,843	352,618	342,579	334,056	330,758	330,361
CAPITAL							
Item 150 Capital Appropriation.....	13,733	6,272	4,584	6,247	6,403	7,691	8,743
TOTAL APPROPRIATIONS	360,001	347,115	357,202	348,826	340,459	338,449	339,104
EXPENSES							
Total Cost of Services.....	541,480	552,435	558,601	542,177	531,427	525,859	524,607
Net Cost of Services ^(a)	400,968	404,870	411,898	391,350	380,163	375,681	374,360
CASH ASSETS ^(b)	38,876	26,156	23,051	19,337	17,868	18,629	19,390

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Tariffs, Fees and Charges	-	(666)	1,311	834	1,138
Building Maintenance and Works Service Fee.....	-	116	116	116	116
Copyright Payment on Behalf of the State	1,702	-	-	-	-
Coroner's Court - Increases in Demand for Forensic Pathology, Toxicology and Body Removal Services	1,656	1,701	549	601	753
Criminal Injuries Compensation.....	5,617	-	-	-	-
David Malcolm Justice Centre - Revised Accommodation Expenses	(4,153)	(188)	(569)	(594)	582
Ex-Gratia Payment on Behalf of the State	5,500	-	-	-	-
Information and Communications Technology Continued Provision of Essential Shared Infrastructure and Services.....	-	2,934	2,754	-	-

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Integrated Courts Management System - Additional Sales Revenue and Expense Reflow	(862)	2,212	540	-	-
Legal Aid					
Mental Health Court Diversion Program.....	-	209	214	220	-
Revised 1.5% Public Sector Wages Policy	-	(18)	(364)	(709)	(1,077)
Revision to Indexation for Non-Salary Expenses.....	-	(173)	(431)	(691)	-
Mental Health Court Diversion Program	-	752	770	789	-
Revised 1.5% Public Sector Wages Policy	-	(78)	(1,584)	(3,012)	(4,512)
Revision to Indexation for Non-Salary Expenses	-	(782)	(1,951)	(3,154)	-
Royalties for Regions - Regional Workers Incentive Allowance Payments	(48)	-	-	-	-
State Solicitor's Office - South West Native Title State Implementation.....	-	370	-	-	-
Targeted Voluntary Separation Scheme.....	(2,700)	(2,800)	(2,800)	(2,900)	(3,000)

Significant Issues Impacting the Agency

- The Department will continue to support the Government's streamlining justice initiative and its law reform agenda including priorities to introduce family violence restraining orders, improvements to sentencing legislation and the introduction of post sentence supervision orders.
- The Department continues to support the outcomes of the Premier's Taskforce on Aboriginal Deaths in Custody and over-representation in the justice system through the introduction of a range of initiatives including the development of a central database on deaths in custody, enhancing the use of work and development orders and expansion of the Aboriginal Justice Open Days Program.
- The Office of the Public Advocate continues to experience increasing demand for statutory services to vulnerable adults with decision-making disabilities as a result of the ageing population and an increasing number of people with mental illness who require a guardian.
- The rapid growth of the number of clients with little or no capacity to pay for services referred to the Public Trustee by the State Administrative Tribunal has further increased the proportion of Public Trustee clients whose fees are rebated under an operating subsidy.
- The State Solicitor's Office will continue to respond to the legal issues that arise from the Commonwealth's Royal Commission into Institutional Responses to Child Sexual Abuse.
- The Registry of Births, Deaths and Marriages will implement legislative changes to the *Births, Deaths and Marriages Registration Act 1998* to improve change of name processes and to strengthen identification and enrolment processes as part of the national identity management and security strategy.
- The enhanced measures for the enforcement of fines and infringements, including the use of mobile licence plate recognition in Perth and the South West region, have continued to have a positive impact on payments and are a valuable tool in managing the outstanding debt currently registered with the Fines Enforcement Registry.
- Legal Aid Western Australia (LAWA) has experienced unforeseen and unprecedented demand for grants of legal aid for indictable criminal matters, which fall outside of the expensive cases category.
- The withdrawal of services by the Aboriginal Legal Service of Western Australia in some parts of metropolitan and regional Western Australia continues to place pressure on the court-based services provided by LAWA.
- The functions of Supreme Court – Civil Court, along with the Department is scheduled to move into the David Malcolm Justice Centre which forms part of Perth's Cathedral and Treasury Precinct in mid-2016.

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.	An efficient, accessible court and tribunal system.	1. Court and Tribunal Services
	Trustee, Guardianship and Administration services are accessible to all Western Australians.	2. Advocacy, Guardianship and Administration Services 3. Trustee Services
	Western Australian birth, death and marriage certificates are accurate and accessible.	4. Births, Deaths and Marriages
	Government receives quality, timely legal and legislative drafting services.	5. Services to Government
	Equitable access to legal services and information.	6. Legal Aid Assistance

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Court and Tribunal Services.....	367,534	388,692	395,920	391,993	383,398	379,480	379,504
2. Advocacy, Guardianship and Administration Services	6,360	7,427	6,966	6,689	6,259	6,185	6,232
3. Trustee Services	23,969	23,291	22,633	22,316	22,107	22,052	22,237
4. Births, Deaths and Marriages.....	7,557	7,894	7,690	8,062	8,150	9,475	9,499
5. Services to Government.....	96,841	85,921	86,182	73,761	72,545	70,246	69,015
6. Legal Aid Assistance.....	39,219	39,210	39,210	39,356	38,968	38,421	38,120
Total Cost of Services	541,480	552,435	558,601	542,177	531,427	525,859	524,607

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: An efficient, accessible court and tribunal system:					
Supreme Court - Criminal - time to trial	33 weeks	28 weeks	35 weeks	28 weeks	1
Supreme Court - Civil - time to finalise non-trial matters	17 weeks	19 weeks	18 weeks	19 weeks	
District Court - Criminal - time to trial	31 weeks	32 weeks	32 weeks	32 weeks	
State Administrative Tribunal - time to finalise	13 weeks	15 weeks	14 weeks	15 weeks	
Family Court of Western Australia - time to finalise non-trial matters	44 weeks	27 weeks	39 weeks	27 weeks	2
Magistrates Court - Criminal and Civil - time to trial	20 weeks	19 weeks	21 weeks	19 weeks	3
Coroner's Court - time to trial	168 weeks	128 weeks	140 weeks	128 weeks	4
Fines Enforcement Registry - percentage of fines satisfied within 12 months - fines and costs	39%	35%	39%	35%	
Fines Enforcement Registry - percentage of fines satisfied within 12 months - infringements	59%	57%	59%	57%	
Outcome: Trustee, Guardianship and Administration services are accessible to all Western Australians:					
Percentage of Guardians of last resort allocated in one day	96%	95%	99%	95%	
Percentage of Western Australian deceased estates administered by the Public Trustee	4.7%	6.5%	4.5%	6.5%	5
Percentage of clients who have services provided by the Public Trustee under an operating subsidy	51%	35%	52%	35%	6
Outcome: Western Australian birth, death and marriage certificates are accurate and accessible:					
Percentage of certificates of birth, death or marriage issued within two days	95%	90%	95%	90%	
Extent to which births, deaths and marriages source information is recorded error free	97%	97%	97%	97%	
Outcome: Government receives quality, timely legal and legislative drafting services:					
Extent to which government agencies are satisfied with legal services	100%	90%	95%	90%	
Extent to which legislation is drafted in a timely manner to effect the Government's legislative program	100%	90%	98%	90%	
Outcome: Equitable access to legal services and information:					
Percentage of eligible applicants who receive a grant of legal aid	78%	77%	87%	87%	
Percentage of persons who are provided with a duty lawyer service	18%	17%	17%	17%	
Percentage of callers successfully accessing Infoline services	81%	81%	74%	67%	

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

Explanation of Significant Movements

(Notes)

1. Supreme Court - Criminal - time to trial 2015-16 Estimated Actual is expected to exceed the 2015-16 Budget due to the increased demand for trials.
2. Family Court of Western Australia - time to finalise non-trial matters 2015-16 Estimated Actual is expected to be higher than the 2015-16 Budget due to continued growth in the complexity and volume of final order parenting applications finalised, and the reallocation of magistrates to trial work to help address the delay to trial, thereby reducing the Court's capacity to hear non-trial matters.
3. Magistrates Court - Criminal and Civil - time to trial 2015-16 Estimated Actual is expected to increase due to a higher number of lodgements in some regional and outer metropolitan Courts.
4. Coroner's Court - time to trial 2015-16 Estimated Actual is expected to be higher than the 2015-16 Budget as the Coroner's Court has prioritised older inquest cases (cases older than 128 weeks) over the last two years.
5. The percentage of deceased estates administered by the Public Trustee is expected to remain lower than the 2015-16 Budget as a result of an increase in the number of beneficiaries opting to administer the estates themselves and the higher number of deaths due to the ageing population.
6. The percentage of clients who have services provided by the Public Trustee under an operating subsidy will remain higher than 2015-16 Budget due to the continued high number of appointments from the State Administrative Tribunal where the Public Trustee provides services at a subsidised cost to vulnerable clients.

Services and Key Efficiency Indicators

1. Court and Tribunal Services

A prime task of the justice system in serving the community is the determination of cases brought before a court or tribunal. This service relates to financing the cost of delivering court facilities, administrative support and judicial staff to enable these determinations to be made. Part of this function also involves the delivery of court counselling services and a range of civil and criminal enforcement services.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 367,534	\$'000 388,692	\$'000 395,920	\$'000 391,993	
Less Income	89,102	94,938	94,087	96,731	
Net Cost of Service.....	278,432	293,754	301,833	295,262	
Employees (Full Time Equivalents) ^(a)	1,190	1,300	1,281	1,271	
Efficiency Indicators ^(b)					
Supreme Court - Criminal - Cost per Case	\$34,674	\$40,042	\$35,587	\$38,258	
Supreme Court - Civil - Cost per Case	\$10,573	\$12,750	\$12,164	\$12,096	
Court of Appeal - Cost per Case.....	\$25,829	\$23,249	\$22,741	\$24,659	
District Court - Criminal - Cost per Case.....	\$22,428	\$19,361	\$18,281	\$18,405	
District Court - Civil - Cost per Case.....	\$6,457	\$6,534	\$6,105	\$6,160	
State Administrative Tribunal - Cost per Case	\$3,413	\$3,932	\$3,960	\$3,977	
Family Court - Cost per Case.....	\$1,894	\$2,015	\$2,035	\$2,096	
Magistrates Court - Criminal - Cost per Case	\$912	\$984	\$917	\$933	
Magistrates Court - Civil - Cost per Case.....	\$370	\$364	\$363	\$372	
Coroner's Court - Cost per Case	\$5,666	\$5,612	\$5,491	\$5,530	
Children's Court - Criminal - Cost per Case.....	\$972	\$939	\$1,007	\$996	
Children's Court - Civil - Cost per Case.....	\$602	\$568	\$767	\$763	
Fines Enforcement Registry - Cost per Enforcement	\$27	\$24	\$30	\$28	

(a) This includes judicial staff that are not employees of the Department.

(b) Cost per Case is calculated as the total gross cost divided by finalisations (with the exception of the Fines Enforcement Registry indicator which is based on lodgements). This measures the average cost per case for all matters finalised by the court (including matters finalised without trial and those finalised administratively). As such this is not a measure of the cost per trial. A trial matter in itself could be expected to cost significantly in excess of the average cost figures outlined in this table.

2. Advocacy, Guardianship and Administration Services

Advocacy, guardianship and administration services protect and promote the financial interests and welfare of people with decision-making disabilities by providing:

- access to investigation and advocacy services;
- appropriate appointment of guardians and administrators and appropriate interventions in relation to Enduring Powers of Attorney and the Enduring Powers of Guardianship;
- guardianship and administration community education services; and
- guardianship and administration services provided by the Public Advocate.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 6,360	\$'000 7,427	\$'000 6,966	\$'000 6,689	
Less Income	36	96	96	95	
Net Cost of Service.....	6,324	7,331	6,870	6,594	
Employees (Full Time Equivalents)	51	51	50	50	
Efficiency Indicators					
Average Cost of Providing Advocacy and Guardianship Services.....	\$1,649	\$1,860	\$1,690	\$1,550	

3. Trustee Services

The Public Trustee is a statutory authority within the provisions of the *Financial Management Act 2006*. It provides a funds management and investment service. It acts as trustee or financial administrator pursuant to the orders of courts or tribunals. It also administers the estates of people who die with or without a will, in accordance with the terms of the will or the relevant law and under the authority of the Supreme Court. The Public Trustee offers high quality, personalised trustee services to meet the needs of all sectors of the Western Australian community.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 23,969	\$'000 23,291	\$'000 22,633	\$'000 22,316	
Less Income	23,347	23,799	23,797	23,876	
Net Cost of Service	622	(508)	(1,164)	(1,560)	
Employees (Full Time Equivalents).....	163	173	170	170	
Efficiency Indicators					
Average Cost per Deceased Estate Administered	\$2,914	\$2,687	\$2,530	\$2,523	
Average Cost per Trust Managed.....	\$1,919	\$1,912	\$1,815	\$1,796	
Average Cost per Will Prepared	\$751	\$746	\$763	\$731	

4. Births, Deaths and Marriages

The purpose of the Registrar of Births, Deaths and Marriages is to create and permanently store birth, death and marriage records to enable the public to obtain documentary proof of key life events for legal, personal and historical purposes and also to enable approved organisations to obtain information for research and statistical purposes.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 7,557	\$'000 7,894	\$'000 7,690	\$'000 8,062	
Less Income	7,503	8,981	8,981	9,424	
Net Cost of Service	54	(1,087)	(1,291)	(1,362)	
Employees (Full Time Equivalents).....	49	55	54	54	
Efficiency Indicators					
Average Cost of Registration Services	\$1.92	\$1.99	\$1.92	\$1.97	

5. Services to Government

Services directly provided by the Department to support the outcomes and activities of other government agencies.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(a)	\$'000 96,841	\$'000 85,921	\$'000 86,182	\$'000 73,761	1
Less Income	20,524	19,751	19,742	20,701	
Net Cost of Service	76,317	66,170	66,440	53,060	1
Employees (Full Time Equivalents).....	384	440	434	434	
Efficiency Indicators					
Average Cost per Legal Matter ^(b)	\$3,962	\$4,100	\$4,100	\$4,100	
Average Cost per Page of Output ^(c)	\$214	\$233	\$230	\$220	

(a) This includes the cost of shared services provided to other agencies, including the Department of Corrective Services, Law Reform Commission, Commissioner for Children and Young People and Parliamentary Inspector of the Corruption and Crime Commission.

(b) This indicator is calculated by dividing the State Solicitor's Office Total Cost of Services by the number of recorded matters.

(c) This indicator is calculated by dividing the Parliamentary Counsel's Office total operating expenses by the number of new or changed pages of Bills, subsidiary legislation and reprinted texts produced each financial year.

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual is higher than the 2016-17 Budget Target mainly due to one-off funding in 2015-16 to meet an ex-gratia payment and settlement of copyright liabilities on behalf of the State.

6. Legal Aid Assistance

The community and target groups require access to and the provision of quality legal services. This service responds to the demand for legal assistance through application of priority guidelines. This is achieved through the provision of eligibility and merit tests to enable legal representation to be provided to legally aided clients by grants of aid and assignment of cases to in-house or private practitioners. Legal advice, duty lawyer services and community legal education is provided to assist the wider community to access fair solutions to legal problems at the earliest opportunity.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 39,219	\$'000 39,210	\$'000 39,210	\$'000 39,356	
Less Income	-	-	-	-	
Net Cost of Service	39,219	39,210	39,210	39,356	
Employees (Full Time Equivalents).....	274	341	341	341	
Efficiency Indicators					
Average Cost per Legal Representation.....	\$3,787	\$3,725	\$3,725	\$3,725	
Average Cost per Legal Information Service.....	\$48	\$46	\$47	\$47	
Average Cost per Legal Advice	\$223	\$219	\$221	\$221	
Average Cost per Application for a Grant of Legal Aid Processed.....	\$387	\$335	\$387	\$387	1
Average Cost of Delivering Regional Initiatives for Legal Practice.....	\$1,148	\$6,172	\$206	\$247	2

Explanation of Significant Movements

(Notes)

1. The average cost is higher than the 2015-16 Budget due to delays in processing applications as there was a major system upgrade. Further system upgrades are planned in 2016-17.
2. The cost reduction is largely due to the withdrawal of Commonwealth funding for the Country Lawyers Program from 2015-16, which was successful in attracting legal practitioners to regional and remote areas during the period the program operated from 2008 until ceasing in 2015. The interactive online learning system continues to deliver professional training to lawyers in regional and remote areas in Western Australia.

Asset Investment Program

A number of major projects were completed in the 2015-16 financial year. This included the construction of the \$5.1 million Fitzroy Crossing Courthouse and Police Station funded through Royalties for Regions, which commenced operations on 9 September 2015 and the development and implementation of the Fines and Enforcements component of the Integrated Courts Management System which was completed in November 2015.

The Department continues to invest in audio visual facilities in court locations across the metropolitan and regional areas which are aimed at improving service delivery to regional sites, as well as reducing the risks associated with transporting people in custody over long distances.

The Department will continue to work on maintaining and securing the shared information and communications technology (ICT) environment which supports both the Department of Corrective Services and the Department.

Over the next two years, the Registry of Births, Deaths and Marriages will undertake system upgrades to complete the modernisation of the Western Australian Registration System (WARS). The initial phase comprising of planning and analysis has been completed.

Remaining funding from the Kununurra Courthouse redevelopment will be used to dismantle, relocate and reassemble the temporary Kununurra Courthouse structures to Broome and Karratha.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Administrative							
Information Projects							
Business Systems - Corporate Information							
Management Systems.....	11,253	8,750	600	585	600	642	676
ICT Infrastructure Upgrade	27,654	23,132	2,001	1,054	1,073	1,167	1,228
Physical Infrastructure							
Replacement Office Equipment 2013-14.....	2,483	1,001	-	1,482	-	-	-
Services							
Information Projects							
Court Audio/Visual Maintenance and Enhancements	16,607	11,414	860	1,154	1,256	1,356	1,427
Replacement of WARS.....	5,314	500	500	2,137	2,677	-	-
Upgrading of Alesco, Financial and Budgeting System....	4,224	3,062	389	1,162	-	-	-
Physical Infrastructure							
Court and Judicial Security	8,066	5,933	507	494	509	550	580
Kununurra Courthouse ^(a)	40,955	32,751	1,129	5,999	2,205	-	-
COMPLETED WORKS							
Administrative - Physical Infrastructure							
Building Infrastructure and Maintenance 2015-16	1,198	1,198	1,198	-	-	-	-
Replacement Office Equipment 2015-16	1,544	1,544	1,544	-	-	-	-
Services							
Information Projects							
eCourts - Integrated Courts Management System.....	12,400	12,400	1,159	-	-	-	-
Physical Infrastructure							
Carnarvon Police and Justice Complex.....	52,500	52,500	4,173	-	-	-	-
Fitzroy Crossing Courthouse ^(a)	5,100	5,100	2,249	-	-	-	-
Kalgoorlie Court Upgrade	40,199	40,199	920	-	-	-	-
NEW WORKS							
Administrative							
Information Projects							
State Solicitor's Office - Legal Practice Systems	500	-	-	500	-	-	-
Physical Infrastructure							
Building Infrastructure and Maintenance							
2016-17 Program.....	1,074	-	-	1,074	-	-	-
2017-18 Program.....	1,099	-	-	-	1,099	-	-
2018-19 Program.....	1,217	-	-	-	-	1,217	-
2019-20 Program.....	1,281	-	-	-	-	-	1,281
Replacement Office Equipment							
2016-17 Program.....	1,322	-	-	1,322	-	-	-
2017-18 Program.....	1,501	-	-	-	1,501	-	-
2018-19 Program.....	1,584	-	-	-	-	1,584	-
2019-20 Program.....	1,667	-	-	-	-	-	1,667
Total Cost of Asset Investment Program.....	240,742	199,484	17,229	16,963	10,920	6,516	6,859
FUNDED BY							
Capital Appropriation			1,779	3,287	3,176	3,715	3,911
Drawdowns from the Holding Account.....			2,557	2,396	2,600	2,801	2,948
Internal Funds and Balances.....			9,707	5,281	2,939	-	-
Drawdowns from Royalties for Regions Fund ^(b)			3,186	5,999	2,205	-	-
Total Funding.....			17,229	16,963	10,920	6,516	6,859

(a) Funded from the Royalties for Regions Fund.

(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The Income Statement shows a decrease in the Total Cost of Services of \$16.4 million (2.9%) for the 2016-17 Budget Estimate compared to the 2015-16 Estimated Actual. This is due to one-off funding in 2015-16 to meet criminal injuries claims carried over from 2014-15, an ex-gratia payment and settlement of copyright liabilities on behalf of the State. In addition, operating costs are expected to decrease in 2016-17 as a result of the implementation of cost savings initiatives.

Income

Total income is expected to be \$150.8 million for the 2016-17 Budget Estimate, an increase of \$4.1 million (2.8%) compared to the 2015-16 Estimated Actual. Additional revenues are expected to be collected from Court Fees, services provided by the Public Trustee, the Registry of Births, Deaths and Marriages and the State Solicitor's Office. Also additional revenues are expected from the Australian Capital Territory for technical assistance in providing access to an Integrated Courts Management System.

Statement of Financial Position

The Department's contributed equity is expected to increase by \$12.2 million (5.3%) between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate. This is due to capital contributions from the State and Royalties for Regions to fund the Department's Asset Investment Program and finance lease repayments.

The remaining increase in net assets is explained mainly by the movement in reserves resulting from the revaluation of fixed assets.

Statement of Cashflows

The 2016-17 Budget Estimate closing cash balance of \$19.3 million represents a decrease of \$3.7 million in comparison to the 2015-16 Estimated Actual. The decrease in cash resources is mainly due to reductions in cash appropriations from the State Government as a result of implementation of cost savings initiatives.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	256,892	262,988	259,935	253,623	251,109	245,958	246,369
Grants and subsidies ^(c)	82,657	74,189	85,306	74,384	73,901	73,307	73,148
Supplies and services	100,895	97,440	98,089	101,700	98,505	97,501	94,130
Accommodation	43,173	63,069	58,967	57,025	52,299	53,473	55,542
Depreciation and amortisation	18,817	19,489	19,489	19,957	19,585	18,967	18,967
Finance costs	16,736	16,481	16,481	16,103	15,676	15,193	14,650
Other expenses	22,310	18,779	20,334	19,385	20,352	21,460	21,801
TOTAL COST OF SERVICES	541,480	552,435	558,601	542,177	531,427	525,859	524,607
Income							
Sale of goods and services	30,330	35,277	34,415	35,041	34,847	35,350	35,645
Regulatory fees and fines	62,032	68,975	69,136	71,882	74,230	74,903	75,584
Grants and subsidies	18,410	14,012	14,012	13,909	14,296	14,299	14,303
Other revenue	29,740	29,301	29,140	29,995	27,891	25,626	24,715
Total Income	140,512	147,565	146,703	150,827	151,264	150,178	150,247
NET COST OF SERVICES	400,968	404,870	411,898	391,350	380,163	375,681	374,360
INCOME FROM STATE GOVERNMENT							
Service appropriations	346,268	340,843	352,618	342,579	334,056	330,758	330,361
Resources received free of charge	22,447	26,772	27,066	25,696	24,309	24,309	24,309
Liabilities assumed by the Treasurer	24,646	16,450	16,450	16,450	16,450	16,450	16,450
Royalties for Regions Fund:							
Regional Community Services Fund	2,001	3,154	1,973	2,799	3,306	1,317	266
Other appropriations	-	19,450	15,297	4,793	2,897	2,993	3,120
TOTAL INCOME FROM STATE GOVERNMENT	395,362	406,669	413,404	392,317	381,018	375,827	374,506
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(5,606)	1,799	1,506	967	855	146	146

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 2,111, 2,330 and 2,320 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Accused Costs Payments	4,457	1,493	1,457	1,379	1,379	1,379	1,379
Criminal Injuries Compensation Payments	25,727	31,817	37,434	31,817	31,817	31,817	31,817
Ex-Gratia and Act of Grace Payments	10,671	-	5,500	-	-	-	-
Legal Aid Assistance Grant	39,219	39,210	39,210	39,356	38,968	38,421	38,120
Other Grants, Subsidies and Transfer Payments	2,583	1,669	1,705	1,832	1,737	1,690	1,832
TOTAL	82,657	74,189	85,306	74,384	73,901	73,307	73,148

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	19,346	22,829	19,444	16,487	16,653	16,799	16,945
Restricted cash	19,530	2,722	3,607	2,250	-	-	-
Holding account receivables	2,557	2,599	2,396	2,600	2,801	2,948	2,948
Receivables	8,753	7,111	8,753	8,753	8,753	8,753	8,753
Other	1,994	1,257	1,701	1,701	1,701	1,701	1,701
Assets held for sale	-	1,931	-	-	-	-	-
Total current assets	52,180	38,449	35,901	31,791	29,908	30,201	30,347
NON-CURRENT ASSETS							
Holding account receivables	155,632	174,523	172,725	190,082	206,866	222,885	238,904
Property, plant and equipment	646,206	680,443	643,619	639,821	627,382	618,045	609,051
Intangibles	11,167	8,020	11,432	12,826	10,082	6,968	3,854
Restricted cash	-	605	-	600	1,215	1,830	2,445
Total non-current assets	813,005	863,591	827,776	843,329	845,545	849,728	854,254
TOTAL ASSETS	865,185	902,040	863,677	875,120	875,453	879,929	884,601
CURRENT LIABILITIES							
Employee provisions	44,388	43,673	44,388	44,388	44,388	44,388	44,388
Payables	20,998	18,634	20,998	20,998	20,998	20,998	20,998
Other	11,749	11,589	5,990	7,228	8,590	10,058	11,486
Total current liabilities	77,135	73,896	71,376	72,614	73,976	75,444	76,872
NON-CURRENT LIABILITIES							
Employee provisions	8,775	8,851	8,775	8,775	8,775	8,775	8,775
Borrowings	207,420	196,797	199,356	195,758	191,784	186,955	181,310
Other	121	137	121	121	121	121	121
Total non-current liabilities	216,316	205,785	208,252	204,654	200,680	195,851	190,206
TOTAL LIABILITIES	293,451	279,681	279,628	277,268	274,656	271,295	267,078
EQUITY							
Contributed equity	224,957	244,173	231,207	243,453	252,061	259,752	268,495
Accumulated surplus/(deficit)	62,295	70,974	63,801	64,768	65,623	65,769	65,915
Reserves	284,482	307,212	289,041	289,631	283,113	283,113	283,113
Total equity	571,734	622,359	584,049	597,852	600,797	608,634	617,523
TOTAL LIABILITIES AND EQUITY	865,185	902,040	863,677	875,120	875,453	879,929	884,601

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	329,312	321,354	333,129	322,622	314,471	311,791	311,394
Capital appropriation.....	11,183	3,467	1,779	3,287	3,176	3,715	3,911
Equity contribution.....	2,550	2,805	2,805	2,960	3,227	3,976	4,832
Holding account drawdowns.....	2,781	2,557	2,557	2,396	2,600	2,801	2,948
Royalties for Regions Fund:							
Regional Community Services Fund.....	2,001	3,154	1,973	2,799	3,306	1,317	266
Regional Infrastructure and Headworks Fund.....	919	7,681	3,186	5,999	2,205	-	-
Receipts paid into Consolidated Account.....	-	-	(1,520)	-	-	-	-
Administered appropriations.....	-	19,450	15,297	4,793	2,897	2,993	3,120
Net cash provided by State Government.....	348,746	360,468	359,206	344,856	331,882	326,593	326,471
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(230,860)	(246,538)	(249,882)	(236,573)	(234,044)	(228,927)	(229,363)
Grants and subsidies.....	(82,657)	(74,189)	(85,306)	(74,384)	(73,901)	(73,307)	(73,148)
Supplies and services.....	(74,371)	(76,156)	(75,068)	(79,827)	(78,017)	(76,877)	(73,414)
Accommodation.....	(43,173)	(57,428)	(54,476)	(53,047)	(48,321)	(49,614)	(51,731)
Finance lease payments.....	(20,665)	(20,922)	(20,922)	(21,077)	(21,344)	(21,580)	(21,861)
GST Payments.....	(22,907)	(22,813)	(22,813)	(22,813)	(22,813)	(22,813)	(22,813)
Other payments.....	(18,818)	(17,296)	(18,851)	(17,526)	(18,068)	(19,189)	(19,581)
Receipts ^(b)							
Regulatory fees and fines.....	62,032	68,975	69,136	71,882	74,230	74,903	75,584
Grants and subsidies.....	18,410	14,012	14,012	13,909	14,296	14,299	14,303
Sale of goods and services.....	30,330	35,277	34,415	35,041	34,847	35,350	35,645
GST receipts.....	23,422	22,813	22,813	22,813	22,813	22,813	22,813
Other receipts.....	23,657	29,301	29,140	29,995	27,891	25,626	24,715
Net cash from operating activities.....	(335,600)	(344,964)	(357,802)	(331,607)	(322,431)	(319,316)	(318,851)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(31,842)	(16,555)	(17,229)	(16,963)	(10,920)	(6,516)	(6,859)
Proceeds from sale of non-current assets.....	5	-	-	-	-	-	-
Net cash from investing activities.....	(31,837)	(16,555)	(17,229)	(16,963)	(10,920)	(6,516)	(6,859)
NET INCREASE/(DECREASE) IN CASH HELD	(18,691)	(1,051)	(15,825)	(3,714)	(1,469)	761	761
Cash assets at the beginning of the reporting period.....	57,567	27,207	38,876	23,051	19,337	17,868	18,629
Cash assets at the end of the reporting period.....	38,876	26,156	23,051	19,337	17,868	18,629	19,390

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Regulatory Fees and Fines							
District Court Fees.....	5,099	5,434	5,434	6,269	6,338	6,408	6,479
Family Court Fees.....	6,293	6,318	6,318	7,129	7,207	7,286	7,367
Fines Enforcement Registry Fees.....	34,437	39,463	39,463	39,087	40,728	41,027	41,328
Magistrates Court Fees.....	7,782	8,476	8,637	9,090	9,544	9,654	9,766
Sheriff's Office Fees.....	207	381	381	246	249	252	255
State Administrative Tribunal Fees.....	547	625	625	714	721	729	737
Supreme Court Fees.....	7,661	8,278	8,272	9,340	9,436	9,540	9,645
Jurors Infringement Fees.....	6	-	6	7	7	7	7
Grants and Subsidies							
Family Court Commonwealth Grant.....	18,180	13,737	13,737	13,587	13,970	13,970	13,970
Indian Ocean Territories Commonwealth Grant.....	230	275	275	322	326	329	333
Sale of Goods and Services							
Other Receipts.....	110	2,881	2,019	863	160	200	201
Public Trustee Contribution - Estate Fees and Other Revenues.....	16,600	17,998	17,998	18,629	18,898	19,115	19,406
Registry Births, Deaths and Marriages Fees...	7,469	8,918	8,918	9,362	9,602	9,848	9,851
State Solicitor Fees.....	6,151	5,480	5,480	6,187	6,187	6,187	6,187
GST Receipts							
GST Receipts from the Australian Taxation Office.....	20,257	21,513	21,513	21,513	21,513	21,513	21,513
GST Receipts on Sales.....	3,165	1,300	1,300	1,300	1,300	1,300	1,300
Other Receipts							
Recoup of Criminal Injury Awards.....	1,717	1,688	1,688	1,731	1,776	1,823	1,823
Recoup of Building Disputes Revenue.....	2,394	2,686	2,686	2,827	2,858	2,889	2,921
Recoup of Legal Costs.....	301	300	300	300	300	300	300
Recoup of Other Costs.....	12,600	16,981	16,981	18,050	15,928	13,503	12,972
Recoup of Residential Tenancy Payments....	-	2,019	1,858	2,021	2,043	2,066	2,088
Recoup of Salary Costs.....	399	372	372	304	305	305	305
Recoup Workers Compensation Payments...	42	155	155	155	155	155	155
Public Trustee Contribution - Common Account Surplus Interest.....	6,204	5,100	5,100	4,607	4,526	4,585	4,151
TOTAL	157,851	170,378	169,516	173,640	174,077	172,991	173,060

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Confiscation of Assets.....	10,141	7,500	7,500	7,500	7,500	7,500	7,500
Fines and Penalties.....	42,201	34,950	34,950	34,950	34,950	34,950	34,950
Speed and Red Light Fines.....	16,295	18,262	18,262	17,755	17,541	15,883	15,883
Other Revenue.....	9,191	11,580	9,054	9,054	9,054	9,054	9,054
TOTAL ADMINISTERED INCOME	77,828	72,292	69,766	69,259	69,045	67,387	67,387
EXPENSES							
Grants to Charitable and Other Public Bodies							
Grants Paid from the Confiscation Proceeds Account.....	1,688	1,900	1,900	1,900	1,900	1,900	1,900
Other							
Confiscation Expenses Paid from the Confiscation Proceeds Account.....	5,221	5,600	5,600	5,600	5,600	5,600	5,600
Receipts Paid into the Consolidated Account.....	41,599	44,411	43,202	43,202	43,202	43,202	43,202
Payment to Road Trauma Trust Account ...	16,295	18,262	18,262	17,755	17,541	15,883	15,883
Other Expenses.....	1,700	2,119	802	802	802	802	802
TOTAL ADMINISTERED EXPENSES	66,503	72,292	69,766	69,259	69,045	67,387	67,387

Division 39 Corruption and Crime Commission

Part 9 Attorney General; Minister for Commerce

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 74 Net amount appropriated to deliver services	33,161	31,501	29,869	29,612	29,229	29,626	30,144
Amount Authorised by Other Statutes - Corruption and Crime Commission Act 2003.....	486	502	502	502	502	502	502
Total appropriations provided to deliver services.....	33,647	32,003	30,371	30,114	29,731	30,128	30,646
TOTAL APPROPRIATIONS	33,647	32,003	30,371	30,114	29,731	30,128	30,646
EXPENSES							
Total Cost of Services ^(a)	31,811	32,023	30,391	29,992	30,821	30,268	30,786
Net Cost of Services ^{(a) (b)}	31,537	31,983	30,351	29,952	29,831	30,228	30,746
CASH ASSETS ^(c)	9,005	7,442	8,846	8,888	6,443	6,263	6,085

(a) Figure for 2017-18 includes an amount of \$950,000 for the 'Australian Public Sector Anti-Corruption Conference' to be held in November 2017.

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	278	-	-	-
Australian Public Sector Anti-Corruption Conference.....	-	-	950	-	-
Revised 1.5% Public Sector Wages Policy	-	(9)	(184)	(359)	(546)

Significant Issues Impacting the Agency

- On 1 July 2015, the Commission and the Public Sector Commission (PSC) gave effect to the changes in the *Corruption, Crime and Misconduct Act 2003* (the Act), which was given assent on 9 December 2014. These changes transferred responsibility for assessing and responding to allegations of minor misconduct and the associated prevention and education activities to the PSC. The Commission retains responsibility for all matters related to Western Australia Police.

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.	The integrity of the Public Sector continuously improves and the incidence of misconduct is reduced.	1. Building public sector agency integrity and capacity to deal with misconduct
	Reduced incidence of organised crime.	2. Organised Crime Function

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Building Public Sector Agency Integrity and Capacity to Deal with Misconduct.....	31,811	32,023	30,391	29,992	30,821	30,268	30,786
2. Organised Crime Function.....	-	-	-	-	-	-	-
Total Cost of Services	31,811	32,023	30,391	29,992	30,821	30,268	30,786

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The integrity of the Public Sector continuously improves and the incidence of misconduct is reduced:					
Number of allegations received.....	5,283	3,700	3,900	3,800	1
Number of reports published in accordance with the Act.....	5	4	8	6	2
Outcome: Reduced incidence of organised crime:					
Number of applications for exceptional powers findings or fortification warning notices received within the financial year.....	nil	nil	nil	nil	3
Number of applications for exceptional powers findings or fortification warning notices dealt with within the financial year.....	nil	nil	nil	nil	3
Average lapsed time taken to deal with applications for exceptional powers findings or fortification warning notices.....	0 days	0 days	0 days	0 days	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. The decline in the number of allegations received reflects the transfer of minor misconduct to the PSC from 1 July 2015 based upon the proclamation of amendments to the Act. Allegations are determined by assessing notifications received from the general public as well as public sector agencies. The 2015-16 Estimated Actual includes 220 allegations that were received prior to the proclamation date and were assessed under the previous legislative requirements. These allegations relate to minor misconduct and will not be received by the Commission in the future.
2. A focus on shortening the delivery time of reports and an increase in the tempo of investigations has resulted in the Commission producing twice the number of reports previously forecast.
3. The Commissioner of Police can apply to the Commission for authority to use exceptional powers to facilitate a police investigation into organised crime pursuant to section 46 of the Act. The Commission does not expect to receive any applications during 2015-16 and 2016-17 due to the legislative impediments of the Act acknowledged by the Joint Standing Committee in the Commission's Report, 'WA Police's Use of Part 4 exceptional powers in the Act' and because similar powers can be accessed in limited circumstances through the Australian Crime Commission.

Services and Key Efficiency Indicators

1. Building public sector agency integrity and capacity to deal with misconduct

To assist public authorities to build their capacity to prevent, identify and deal with misconduct and all associated risks through research, education, analysis and investigation.

	2014-15 Actual ^(a)	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 31,811	\$'000 32,023	\$'000 30,391	\$'000 29,992	
Less Income	274	40	40	40	
Net Cost of Service	31,537	31,983	30,351	29,952	
Employees (Full Time Equivalents).....	156	129	129	129	
Efficiency Indicators					
Average Cost of Service per Full Time Equivalent (FTE) Employed within Public Authorities Under the Commission's Jurisdiction	\$205	\$219	\$196	\$193	

(a) Figures for the 2014-15 Actual have not been adjusted to reflect the transfer of oversight of Minor Misconduct and associated Prevention and Education activities to the Public Sector Commission.

2. Organised Crime Function

To facilitate investigations into organised crime by dealing with applications received from the Western Australia Police for exceptional powers findings and fortification warning notices; to support, monitor and review the use of such powers; and, where required, to participate in the processes of considering charges, prosecutions and appeals.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 -	\$'000 -	\$'000 -	\$'000 -	
Less Income	-	-	-	-	
Net Cost of Service	-	-	-	-	
Efficiency Indicators					
Average Cost per Matter Involving the Use of Exceptional Power and Fortification Warning Notices Over the Financial Year	-	-	-	-	1

Explanation of Significant Movements

(Notes)

1. The Commissioner of Police can apply to the Commission for authority to use exceptional powers to facilitate a police investigation into organised crime pursuant to section 46 of the Act. The Commission does not expect to receive any applications during 2015-16 and 2016-17 due to the legislative impediments of the Act acknowledged by the Joint Standing Committee in the Commission's Report, 'WA Police's Use of Part 4 exceptional powers in the Act' and because similar powers can be accessed in limited circumstances through the Australian Crime Commission.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Buildings and Operational Security - 2015-16 Program.....	906	906	906	-	-	-	-
Information Technology (IT) Systems - 2015-16 Program	275	275	275	-	-	-	-
Office Equipment and Replacement - 2015-16 Program.....	50	50	50	-	-	-	-
Operations Support Equipment - 2015-16 Program	1,196	1,196	1,196	-	-	-	-
NEW WORKS							
Buildings and Operational Security							
2017-18 Program	400	-	-	-	400	-	-
2018-19 Program	641	-	-	-	-	641	-
Business Support Systems							
2016-17 Program	453	-	-	453	-	-	-
2017-18 Program	330	-	-	-	330	-	-
2018-19 Program	479	-	-	-	-	479	-
2019-20 Program	480	-	-	-	-	-	480
IT Systems							
2016-17 Program	175	-	-	175	-	-	-
2017-18 Program	695	-	-	-	695	-	-
2018-19 Program	425	-	-	-	-	425	-
2019-20 Program	325	-	-	-	-	-	325
Office Equipment and Replacement							
2016-17 Program	15	-	-	15	-	-	-
2017-18 Program	15	-	-	-	15	-	-
2018-19 Program	15	-	-	-	-	15	-
2019-20 Program	40	-	-	-	-	-	40
Operations Support Equipment							
2016-17 Program	878	-	-	878	-	-	-
2017-18 Program	820	-	-	-	820	-	-
2018-19 Program	640	-	-	-	-	640	-
2019-20 Program	1,355	-	-	-	-	-	1,355
Total Cost of Asset Investment Program.....	10,608	2,427	2,427	1,521	2,260	2,200	2,200
FUNDED BY							
Drawdowns from the Holding Account.....			2,427	1,470	-	2,200	2,200
Internal Funds and Balances.....			-	51	2,260	-	-
Total Funding.....			2,427	1,521	2,260	2,200	2,200

Financial Statements

Income Statement

Expenses

The increase in services and supplies in 2017-18 primarily reflects \$850,000 in costs associated with hosting the 'Australian Public Sector Anti-Corruption Conference'. A further \$100,000 is included under Employee Benefits. This funding will be transferred to the Public Sector Commission during the 2016-17 Budget year.

Income

The increase in other revenue in the 2017-18 Forward Estimate reflects \$950,000 revenue associated with hosting the 'Australian Public Sector Anti-Corruption Conference'. This event is expected to be self-funded.

Statement of Financial Position

The reduction in cash assets between the 2016-17 Budget and the 2017-18 Forward Estimate, reflects the Commission funding its \$2.3 million 2017-18 Asset Investment Program (AIP) from existing cash balances.

Statement of Cashflows

The reduction in cash assets at the end of the reporting period between the 2016-17 Budget and the 2017-18 Forward Estimate reflects the Commission funding its \$2.3 million 2017-18 AIP from existing cash balances.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^{(b) (c)}	21,360	21,484	20,423	19,979	19,654	19,568	19,859
Supplies and services ^(c)	3,608	2,520	3,012	2,592	3,506	2,724	2,659
Accommodation	4,484	4,332	4,868	4,787	4,949	5,115	5,242
Depreciation and amortisation	1,732	2,897	1,265	1,490	1,539	1,658	1,793
Other expenses	627	790	823	1,144	1,173	1,203	1,233
TOTAL COST OF SERVICES	31,811	32,023	30,391	29,992	30,821	30,268	30,786
Income							
Other revenue ^(c)	274	40	40	40	990	40	40
Total Income	274	40	40	40	990	40	40
NET COST OF SERVICES	31,537	31,983	30,351	29,952	29,831	30,228	30,746
INCOME FROM STATE GOVERNMENT							
Service appropriations	33,647	32,003	30,371	30,114	29,731	30,128	30,646
Resources received free of charge	24	8	8	8	8	8	8
TOTAL INCOME FROM STATE GOVERNMENT	33,671	32,011	30,379	30,122	29,739	30,136	30,654
SURPLUS/(DEFICIENCY) FOR THE PERIOD	2,134	28	28	170	(92)	(92)	(92)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 156, 129 and 129 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

(c) Figure for 2017-18 Forward Estimate includes an amount of \$950,000 for the 'Australian Public Sector Anti-Corruption Conference' to be held in November 2017.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	8,285	7,442	8,846	8,808	6,278	6,018	5,760
Restricted cash	720	-	-	-	-	-	-
Holding account receivables	2,427	1,470	1,470	-	2,200	2,200	-
Receivables	221	252	224	211	214	212	208
Other	865	816	607	607	607	607	607
Total current assets	12,518	9,980	11,147	9,626	9,299	9,037	6,575
NON-CURRENT ASSETS							
Holding account receivables	16,932	14,359	16,727	18,367	17,856	17,464	19,407
Property, plant and equipment	2,310	5,694	2,960	2,720	3,367	3,751	4,080
Intangibles	153	82	665	936	1,010	1,168	1,246
Restricted cash	-	-	-	80	165	245	325
Other	135	-	135	135	135	135	135
Total non-current assets	19,530	20,135	20,487	22,238	22,533	22,763	25,193
TOTAL ASSETS	32,048	30,115	31,634	31,864	31,832	31,800	31,768
CURRENT LIABILITIES							
Employee provisions	3,524	4,399	3,524	3,524	3,524	3,524	3,524
Payables	195	112	195	195	195	195	195
Other	667	251	225	285	345	405	465
Total current liabilities	4,386	4,762	3,944	4,004	4,064	4,124	4,184
NON-CURRENT LIABILITIES							
Employee provisions	946	819	946	946	946	946	946
Total non-current liabilities	946	819	946	946	946	946	946
TOTAL LIABILITIES	5,332	5,581	4,890	4,950	5,010	5,070	5,130
EQUITY							
Contributed equity	19,483	19,483	19,483	19,483	19,483	19,483	19,483
Accumulated surplus/(deficit)	7,233	5,051	7,261	7,431	7,339	7,247	7,155
Total equity	26,716	24,534	26,744	26,914	26,822	26,730	26,638
TOTAL LIABILITIES AND EQUITY	32,048	30,115	31,634	31,864	31,832	31,800	31,768

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	30,861	29,106	29,106	28,474	28,042	28,320	28,703
Holding account drawdowns.....	1,211	2,427	2,427	1,470	-	2,200	2,200
Net cash provided by State Government.....	32,072	31,533	31,533	29,944	28,042	30,520	30,903
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits ^(b)	(22,107)	(21,903)	(20,865)	(19,919)	(19,594)	(19,508)	(19,799)
Supplies and services ^(b)	(3,536)	(2,520)	(3,012)	(2,592)	(3,506)	(2,724)	(2,659)
Accommodation.....	(4,645)	(4,326)	(4,604)	(4,781)	(4,943)	(5,109)	(5,236)
Other payments.....	(1,602)	(1,738)	(1,907)	(2,121)	(2,241)	(2,291)	(2,343)
Receipts							
GST receipts.....	984	976	1,083	992	1,067	1,092	1,116
Other receipts ^(b)	272	40	40	40	990	40	40
Net cash from operating activities.....	(30,634)	(29,471)	(29,265)	(28,381)	(28,227)	(28,500)	(28,881)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(588)	(2,427)	(2,427)	(1,521)	(2,260)	(2,200)	(2,200)
Proceeds from sale of non-current assets.....	38	-	-	-	-	-	-
Net cash from investing activities.....	(550)	(2,427)	(2,427)	(1,521)	(2,260)	(2,200)	(2,200)
NET INCREASE/(DECREASE) IN CASH HELD	888	(365)	(159)	42	(2,445)	(180)	(178)
Cash assets at the beginning of the reporting period.....	8,117	7,807	9,005	8,846	8,888	6,443	6,263
Cash assets at the end of the reporting period	9,005	7,442	8,846	8,888	6,443	6,263	6,085

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

(b) Figure for 2017-18 Forward Estimate includes an amount of \$950,000 for the 'Australian Public Sector Anti-Corruption Conference' to be held in November 2017.

Division 40 Commissioner for Equal Opportunity

Part 9 Attorney General; Minister for Commerce

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 75 Net amount appropriated to deliver services	3,248	3,094	4,707	3,538	3,579	3,641	3,690
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	277	285	285	293	293	293	293
Total appropriations provided to deliver services.....	3,525	3,379	4,992	3,831	3,872	3,934	3,983
TOTAL APPROPRIATIONS	3,525	3,379	4,992	3,831	3,872	3,934	3,983
EXPENSES							
Total Cost of Services.....	4,250	3,777	4,754	4,028	4,072	4,138	4,187
Net Cost of Services ^(a)	4,010	3,387	4,568	3,839	3,880	3,942	3,991
CASH ASSETS ^(b)	(82)	421	264	264	264	264	264

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Cost and Demand Funding	1,181	290	-	-	-
Education and Training	(204)	(201)	(198)	(194)	(194)
Revised 1.5% Public Sector Wages Policy	-	(1)	(26)	(52)	(78)

Significant Issues Impacting the Agency

- There has been a significant decrease in demand for fee-for-service education and training over the past 12 months. The Commission is reviewing its education programs to consider alternative models including Train the Trainer approaches, online training modules and further developing partnerships in response to identified trends in complaints and areas of discrimination.
- Traffic on the Commission's website has increased almost twofold over the past five years. The Commission will expand and enhance its online information and develop social media strategies to increase its outreach across the State.

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.	The people of Western Australia are provided with information and advice about equal opportunity and human rights issues and have accessible avenues of redress under relevant legislation.	1. Provision of Information and Advice Regarding Equal Opportunity and Human Rights 2. Avenue of Redress for Unlawful Discrimination and Unreasonable Treatment

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Provision of Information and Advice Regarding Equal Opportunity and Human Rights	2,232	1,981	2,493	2,105	2,128	2,159	2,185
2. Avenue of Redress for Unlawful Discrimination and Unreasonable Treatment	2,018	1,796	2,261	1,923	1,944	1,979	2,002
Total Cost of Services	4,250	3,777	4,754	4,028	4,072	4,138	4,187

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The people of Western Australia are provided with information and advice about equal opportunity and human rights issues and have accessible avenues of redress under relevant legislation:					
Community awareness of the Act and belief it is of benefit.....	76.5%	82%	76.5%	76.5%	
Percentage of complaints finalised within:					
6 months	96.8%	95%	99%	95%	
12 months	99.8%	99%	100%	99%	

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

Services and Key Efficiency Indicators

1. Provision of Information and Advice Regarding Equal Opportunity and Human Rights

Dissemination of relevant and appropriate information on the *Equal Opportunity Act 1984* (the Act), other relevant laws and human rights issues generally, provision of accurate advice on equal opportunity matters and the identification of discriminatory policies and practices.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 2,232	\$'000 1,981	\$'000 2,493	\$'000 2,105	
Less Income	126	204	98	99	
Net Cost of Service	2,106	1,777	2,395	2,006	
Employees (Full Time Equivalents).....	13	12	13	11	
Efficiency Indicators					
Average Hourly Cost of Development and Delivery of Training Courses	\$870	\$935	\$1,586	\$1,533	1

Explanation of Significant Movements

(Notes)

1. The increase between the 2015-16 Budget and 2015-16 Estimated Actual is primarily attributable to the reduction in demand and number of courses provided for fee-for-service training.

2. Avenue of Redress for Unlawful Discrimination and Unreasonable Treatment

Investigating and attempting to conciliate complaints that fall within the jurisdiction of the Act and other legislation administered by the Commissioner and providing assistance to complainants referred to the State Administrative Tribunal.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 2,018	\$'000 1,796	\$'000 2,261	\$'000 1,923	
Less Income	114	186	88	90	
Net Cost of Service	1,904	1,610	2,173	1,833	
Employees (Full Time Equivalents).....	12	12	12	9	
Efficiency Indicators					
Average Cost per Complaint	\$2,361	\$1,832	\$2,386	\$2,260	1

Explanation of Significant Movements

(Notes)

1. The increase between the 2015-16 Budget and 2015-16 Estimated Actual is primarily attributable to a decline in the number of new complaints received.

Asset Investment Program

The Commission's Asset Investment Program provides for the replacement of office equipment and minor works.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Office Equipment and Minor Works - 2015-16 Program.....	79	79	79	-	-	-	-
NEW WORKS							
Office Equipment and Minor Works							
2016-17 Program.....	79	-	-	79	-	-	-
2017-18 Program.....	79	-	-	-	79	-	-
2018-19 Program.....	79	-	-	-	-	79	-
2019-20 Program.....	79	-	-	-	-	-	79
Total Cost of Asset Investment Program.....	395	79	79	79	79	79	79
FUNDED BY							
Drawdowns from the Holding Account.....			79	79	79	79	79
Total Funding.....			79	79	79	79	79

Financial Statements

Income Statement

Expenses

The increase in the Total Cost of Services in 2015-16 Estimated Actual is due to separation payments and unavoidable cost and demand pressures. The Commission has conducted an organisational restructure, including a reduction in staffing requirement and development of an alternative business model to operate more effectively in meeting its obligations prescribed by the *Equal Opportunity Act 1984*. The restructure has resulted in a decrease in the Total Cost of Services from 2016-17 onwards.

Income

The service appropriations in 2015-16 Estimated Actual has increased due to supplementary funding provided to manage the 2014-15 deficit, expected one-off separation payments in 2015-16 and to meet critical cost and demand pressures in the 2015-16 financial year.

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	2,695	2,414	3,014	2,824	2,860	2,894	2,929
Supplies and services	545	208	830	285	307	331	316
Accommodation	783	934	678	686	695	704	714
Depreciation and amortisation	71	102	102	102	79	79	79
Other expenses	156	119	130	131	131	130	149
TOTAL COST OF SERVICES	4,250	3,777	4,754	4,028	4,072	4,138	4,187
Income							
Sale of goods and services	193	355	151	154	157	161	161
Grants and subsidies	21	35	35	35	35	35	35
Other revenue	26	-	-	-	-	-	-
Total Income	240	390	186	189	192	196	196
NET COST OF SERVICES	4,010	3,387	4,568	3,839	3,880	3,942	3,991
INCOME FROM STATE GOVERNMENT							
Service appropriations	3,525	3,379	4,992	3,831	3,872	3,934	3,983
Resources received free of charge	53	8	8	8	8	8	8
TOTAL INCOME FROM STATE GOVERNMENT	3,578	3,387	5,000	3,839	3,880	3,942	3,991
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(432)	-	432	-	-	-	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 25, 25 and 20 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1	421	247	247	247	247	247
Restricted cash	103	-	17	17	17	17	17
Holding account receivables	112	79	112	79	79	79	79
Receivables	73	151	73	73	73	73	73
Other	74	20	74	74	74	74	74
Total current assets	363	671	523	490	490	490	490
NON-CURRENT ASSETS							
Holding account receivables	215	271	238	294	294	294	294
Property, plant and equipment	183	188	183	183	183	183	183
Intangibles	54	5	31	8	8	8	8
Total non-current assets	452	464	452	485	485	485	485
TOTAL ASSETS	815	1,135	975	975	975	975	975
CURRENT LIABILITIES							
Employee provisions	588	631	588	588	588	588	588
Payables	46	41	46	46	46	46	46
Other	390	178	118	118	118	118	118
Total current liabilities	1,024	850	752	752	752	752	752
NON-CURRENT LIABILITIES							
Employee provisions	77	137	77	77	77	77	77
Other	-	1	-	-	-	-	-
Total non-current liabilities	77	138	77	77	77	77	77
TOTAL LIABILITIES	1,101	988	829	829	829	829	829
EQUITY							
Contributed equity	604	604	604	604	604	604	604
Accumulated surplus/(deficit)	(890)	(644)	(458)	(458)	(458)	(458)	(458)
Reserves	-	187	-	-	-	-	-
Total equity	(286)	147	146	146	146	146	146
TOTAL LIABILITIES AND EQUITY	815	1,135	975	975	975	975	975

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	3,423	3,277	4,890	3,729	3,793	3,855	3,904
Holding account drawdowns.....	79	79	79	79	79	79	79
Net cash provided by State Government.....	3,502	3,356	4,969	3,808	3,872	3,934	3,983
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(2,785)	(2,535)	(3,062)	(2,859)	(2,895)	(2,929)	(2,964)
Supplies and services.....	(560)	(171)	(866)	(248)	(270)	(294)	(279)
Accommodation.....	(783)	(934)	(678)	(686)	(695)	(704)	(714)
Other payments.....	(374)	(212)	(223)	(224)	(224)	(223)	(242)
Receipts ^(b)							
Grants and subsidies.....	21	35	35	35	35	35	35
Sale of goods and services.....	290	355	151	154	157	161	161
GST receipts.....	180	78	78	78	78	78	78
Other receipts.....	26	21	21	21	21	21	21
Net cash from operating activities.....	(3,985)	(3,363)	(4,544)	(3,729)	(3,793)	(3,855)	(3,904)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(107)	(79)	(79)	(79)	(79)	(79)	(79)
Net cash from investing activities.....	(107)	(79)	(79)	(79)	(79)	(79)	(79)
NET INCREASE/(DECREASE) IN CASH HELD	(590)	(86)	346	-	-	-	-
Cash assets at the beginning of the reporting period	507	507	(82)	264	264	264	264
Net cash transferred to/from other agencies....	1	-	-	-	-	-	-
Cash assets at the end of the reporting period	(82)	421	264	264	264	264	264

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Proceeds from the Provision of Services to the Indian Ocean Territories.....	21	35	35	35	35	35	35
Sale of Goods and Services							
Services Rendered.....	290	355	151	154	157	161	161
GST Receipts							
GST Input Credits	127	61	61	61	61	61	61
GST Receipts on Sale.....	53	17	17	17	17	17	17
Other Receipts							
Other Receipts	26	21	21	21	21	21	21
TOTAL	517	489	285	288	291	295	295

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

Division 41 Office of the Director of Public Prosecutions

Part 9 Attorney General; Minister for Commerce

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 76 Net amount appropriated to deliver services	31,279	31,478	31,478	31,342	30,676	30,622	31,020
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	3,459	3,585	3,585	3,715	3,725	3,741	3,751
Total appropriations provided to deliver services.....	34,738	35,063	35,063	35,057	34,401	34,363	34,771
TOTAL APPROPRIATIONS	34,738	35,063	35,063	35,057	34,401	34,363	34,771
EXPENSES							
Total Cost of Services.....	41,297	39,157	39,157	39,151	38,346	38,296	38,704
Net Cost of Services ^(a)	37,023	35,507	34,707	35,501	34,696	34,646	35,054
CASH ASSETS ^(b)	2,929	2,227	2,678	2,905	3,223	3,533	3,762

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	301	-	-	-
Criminal Appeals Team.....	-	-	1,372	1,407	1,441
Revised 1.5% Public Sector Wages Policy	-	(12)	(250)	(488)	(739)

Significant Issues Impacting the Agency

- The Office continues to fulfil its core responsibility of prosecuting the most serious offences committed against the State's criminal laws.
- During 2015-16, the Office conducted an extensive legal practice that included a significant number of high profile, resource intensive, murder and drug-related prosecutions. Strong workload increases are expected in 2016-17 and across the forward estimates, after the number of new committal cases received by the Office increased by 14% in 2014-15, and around 10% (projected) in 2015-16.
- Recent trends also indicate a corresponding increase in the number of resource intensive, criminal trials proceeding in the Supreme and District Courts. In 2014-15, 454 cases prosecuted by the Office proceeded to trial in these courts - an increase of 55 trials (13.8%) over the previous financial year. The Office also prosecuted 85 trials in the Children's Court in 2014-15. This high number of cases proceeding to trial is likely to be maintained in 2015-16 and 2016-17.
- The Office continues to manage a busy appellate practice with 219 new High Court, Court of Appeal and Single Judge Appeals managed in 2014-15. This level of work is likely to be maintained across the forward estimates.
- Notwithstanding these significant increases in core workloads, the Office achieved an overall conviction rate of 94.4% in 2014-15, an outcome that should be maintained in 2015-16 and 2016-17 through early and effective case management, by the Office exercising prosecutorial discretion appropriately and thoroughly preparing matters for trial.
- The Office's involvement in *Dangerous Sexual Offenders Act 2006* (the Act) matters continues to grow cumulatively. As at April 2016, 49 offenders were subject to a Dangerous Sexual Offender order, compared to three offenders in 2006-07, the first year of operation of the Act.

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.	That the people of Western Australia are provided with a fair and just criminal prosecution service.	1. Criminal Prosecutions 2. Confiscation of Assets

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Criminal Prosecutions	37,812	35,957	35,857	36,151	35,346	35,296	35,704
2. Confiscation of Assets.....	3,485	3,200	3,300	3,000	3,000	3,000	3,000
Total Cost of Services	41,297	39,157	39,157	39,151	38,346	38,296	38,704

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: That the people of Western Australia are provided with a fair and just criminal prosecution service:					
Early advice to Court on charges: Indictment filed within three months of committal	74%	85%	85%	85%	
Establishing a case to answer.....	100%	98%	99%	98%	
Convictions after trial.....	75%	50%	65%	50%	1
Application for a Declaration of Confiscations filed within four months of the Drug Trafficker Declaration.....	39%	60%	60%	60%	2

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

Explanation of Significant Movements

(Notes)

- Although the 2016-17 Budget Target of 50% is generally consistent with comparable jurisdictions, the Office has, in recent years, achieved a conviction rate after trial of over 65%. This reflects the competence of the Office in terms of case management, trial preparation and advocacy.
- The 2014-15 Actual was below target due to a range of factors including the progress of Police investigations to establish the ownership of property, the tracking of associated criminal charges and assets and the resolution of issues with third parties who may claim an interest in seized property.

Services and Key Efficiency Indicators

1. Criminal Prosecutions

The Office conducts prosecutions against people accused of serious breaches of the State's criminal laws. These prosecutions are principally conducted on indictment in the Supreme and District Courts sitting at Perth and also in major country locations. Prosecutions are conducted on behalf of the State, independently of external influences and in accordance with the law and a published statement of the Office's Statement of Prosecution Policy and Guidelines 2005.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	37,812	35,957	35,857	36,151	
Less Income	1,074	1,050	1,250	1,050	
Net Cost of Service	36,738	34,907	34,607	35,101	
Employees (Full Time Equivalents).....	212	211	212	211	
Efficiency Indicators					
Cost per Prosecution	\$13,417	\$16,500	\$15,000	\$15,000	

2. Confiscation of Assets

The Office institutes and conducts proceedings in a fair and just manner to confiscate property acquired as a result of criminal activity, property used for criminal activity and property of declared drug traffickers. The cost to operate the Office's Confiscations team and manage confiscations legal work is generally recouped from the Confiscation Proceeds Account established under the *Criminal Property Confiscation Act 2000*.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 3,485	\$'000 3,200	\$'000 3,300	\$'000 3,000	
Less Income.....	3,200	2,600	3,200	2,600	1
Net Cost of Service.....	285	600	100	400	
Employees (Full Time Equivalents).....	16	17	15	17	
Efficiency Indicators					
Ratio of Cost to Return.....	34%	25%	25%	25%	2

Explanation of Significant Movements

(Notes)

1. The decrease in income between the 2015-16 Estimated Actual and 2016-17 Budget Target of \$600,000 is due to an additional contribution of that amount made from the Confiscation Proceeds Account in 2015-16. At the time of finalising these Budget Statements a decision had not yet been made on the amounts to be paid to the Office from the Confiscation Proceeds Account in 2016-17, nor across the forward estimates. The 2016-17 Budget Target represents the base level of funding approved under the expired agreement.
2. This indicator is most significantly influenced by the quantum of funds paid into the Confiscation Proceeds Account by the Office. While the costs to maintain the Office's confiscation of assets service are relatively stable, the proceeds paid to the Confiscation Proceeds Account annually can vary due to a range of factors outside the control of the Office.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Asset Replacement Program.....	544	344	50	50	50	50	50
Computer and Office Equipment Replacement Replacement of Computers, Servers, Telephony, and Photocopiers	3,232	951	387	550	550	550	631
Total Cost of Asset Investment Program.....	3,776	1,295	437	600	600	600	681
FUNDED BY							
Drawdowns from the Holding Account.....			305	600	600	600	600
Internal Funds and Balances.....			132	-	-	-	81
Total Funding.....			437	600	600	600	681

Financial Statements

Income Statement

Expenses

The Total Cost of Services for the 2016-17 Budget year and forward estimates will be lower than the 2015-16 Estimated Actual due to application of the Workforce Renewal Policy and the Revised 1.5% Public Sector Wages Policy, implemented in the 2015-16 and 2016-17 Budget years respectively.

Income

Streamlined Budget Process Incentive funding of \$300,000 is to be provided in 2016-17. However, the baseline funding was such that the total income from Government of \$35.6 million in the 2016-17 Budget Estimate is marginally below the 2015-16 Estimated Actual.

Service appropriations have reduced across the forward estimates period due to the Workforce Renewal Policy and the Revised 1.5% Public Sector Wages Policy.

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	30,282	29,583	29,583	29,266	28,570	28,468	28,799
Supplies and services	4,294	3,298	3,298	3,500	3,470	3,469	3,506
Accommodation	2,985	3,056	3,056	3,106	3,066	3,072	3,097
Depreciation and amortisation	745	785	785	811	720	728	728
Other expenses	2,991	2,435	2,435	2,468	2,520	2,559	2,574
TOTAL COST OF SERVICES	41,297	39,157	39,157	39,151	38,346	38,296	38,704
Income							
Grants and subsidies	4,200	3,600	4,400	3,600	3,600	3,600	3,600
Other revenue	74	50	50	50	50	50	50
Total Income	4,274	3,650	4,450	3,650	3,650	3,650	3,650
NET COST OF SERVICES	37,023	35,507	34,707	35,501	34,696	34,646	35,054
INCOME FROM STATE GOVERNMENT							
Service appropriations	34,738	35,063	35,063	35,057	34,401	34,363	34,771
Resources received free of charge	1,279	525	525	525	525	525	525
TOTAL INCOME FROM STATE GOVERNMENT	36,017	35,588	35,588	35,582	34,926	34,888	35,296
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(1,006)	81	881	81	230	242	242

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 228, 227 and 228 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,933	2,227	2,678	2,839	3,157	3,467	3,696
Holding account receivables	305	600	600	600	600	600	600
Receivables	132	102	132	132	132	132	132
Total current assets	2,370	2,929	3,410	3,571	3,889	4,199	4,428
NON-CURRENT ASSETS							
Holding account receivables	3,886	4,133	4,071	4,282	4,402	4,530	4,658
Property, plant and equipment	476	177	571	539	507	742	412
Intangibles	86	41	53	20	12	12	12
Restricted cash	996	-	-	66	66	66	66
Other	1,893	1,702	1,483	1,337	1,257	894	496
Total non-current assets	7,337	6,053	6,178	6,244	6,244	6,244	5,644
TOTAL ASSETS	9,707	8,982	9,588	9,815	10,133	10,443	10,072
CURRENT LIABILITIES							
Employee provisions	6,295	5,299	5,876	5,876	5,876	5,876	5,876
Payables	593	374	593	593	593	593	593
Other	856	356	213	213	213	213	213
Total current liabilities	7,744	6,029	6,682	6,682	6,682	6,682	6,682
NON-CURRENT LIABILITIES							
Employee provisions	1,944	1,863	1,944	1,944	1,944	1,944	1,944
Other	4	2	4	4	4	4	4
Total non-current liabilities	1,948	1,865	1,948	1,948	1,948	1,948	1,948
TOTAL LIABILITIES	9,692	7,894	8,630	8,630	8,630	8,630	8,630
EQUITY							
Contributed equity	7,138	7,136	7,200	7,346	7,434	7,502	6,889
Accumulated surplus/(deficit)	(7,123)	(6,048)	(6,242)	(6,161)	(5,931)	(5,689)	(5,447)
Total equity	15	1,088	958	1,185	1,503	1,813	1,442
TOTAL LIABILITIES AND EQUITY	9,707	8,982	9,588	9,815	10,133	10,443	10,072

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	33,869	34,216	34,278	34,246	33,681	33,635	34,043
Holding account drawdowns.....	540	305	305	600	600	600	600
Net cash provided by State Government.....	34,409	34,521	34,583	34,846	34,281	34,235	34,643
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(29,238)	(30,645)	(30,645)	(29,266)	(28,570)	(28,468)	(28,799)
Supplies and services	(2,583)	(2,346)	(2,346)	(2,423)	(2,428)	(2,439)	(2,470)
Accommodation	(3,171)	(3,056)	(3,056)	(3,106)	(3,065)	(3,072)	(3,095)
Other payments.....	(4,827)	(3,429)	(3,429)	(3,503)	(3,584)	(3,630)	(3,653)
Receipts ^(b)							
Grants and subsidies.....	4,200	3,600	4,400	3,600	3,600	3,600	3,600
GST receipts.....	940	629	629	629	634	634	634
Other receipts	387	50	50	50	50	50	50
Net cash from operating activities	(34,292)	(35,197)	(34,397)	(34,019)	(33,363)	(33,325)	(33,733)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(483)	(305)	(437)	(600)	(600)	(600)	(681)
Net cash from investing activities.....	(483)	(305)	(437)	(600)	(600)	(600)	(681)
NET INCREASE/(DECREASE) IN CASH HELD	(366)	(981)	(251)	227	318	310	229
Cash assets at the beginning of the reporting period	3,202	3,208	2,929	2,678	2,905	3,223	3,533
Net cash transferred to/from other agencies....	93	-	-	-	-	-	-
Cash assets at the end of the reporting period	2,929	2,227	2,678	2,905	3,223	3,533	3,762

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Contribution from the Confiscation Proceeds Account	4,200	3,600	4,400	3,600	3,600	3,600	3,600
GST Receipts							
GST Input Credits	935	627	627	627	632	632	632
GST Receipts on Sales	5	2	2	2	2	2	2
Other Receipts							
Employee Contributions to Employee Vehicle Scheme	51	50	50	50	50	50	50
Other Receipts	336	-	-	-	-	-	-
TOTAL	5,527	4,279	5,079	4,279	4,284	4,284	4,284

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Proceeds of Crime (Misuse of Drugs Act 1981)	15	100	100	100	100	100	100
TOTAL ADMINISTERED INCOME	15	100	100	100	100	100	100
EXPENSES							
Other							
Receipts Paid into the Consolidated Account	15	100	100	100	100	100	100
TOTAL ADMINISTERED EXPENSES	15	100	100	100	100	100	100

Division 42 **Commissioner for Children and Young People**

Part 9 **Attorney General; Minister for Commerce**

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 77 Net amount appropriated to deliver services	2,700	2,827	2,827	2,878	2,900	2,952	2,993
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	262	255	255	255	255	255	255
Total appropriations provided to deliver services.....	2,962	3,082	3,082	3,133	3,155	3,207	3,248
TOTAL APPROPRIATIONS	2,962	3,082	3,082	3,133	3,155	3,207	3,248
EXPENSES							
Total Cost of Services.....	3,113	3,262	3,234	3,285	3,307	3,359	3,400
Net Cost of Services ^(a)	3,111	3,262	3,234	3,285	3,307	3,359	3,400
CASH ASSETS ^(b)	731	686	731	731	731	731	731

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	29	-	-	-
Resources Received Free of Charge.....	(28)	(28)	(28)	(28)	(28)
Revised 1.5% Public Sector Wages Policy	-	(1)	(21)	(42)	(64)

Significant Issues Impacting the Agency

- The Royal Commission into Institutional Response to Child Sexual Abuse continues to highlight the need for greater attention to the risk of harm to children and young people attending organisations and activities outside of the home. The Commissioner's Child Safe Organisations project is leading the implementation of principles and practices that reduce the risk of harm occurring and improving the identification and response to harm where it does occur. This state-wide project will continue with a program of seminars in metropolitan and regional areas.
- The 2016-2020 Strategic Plan for the Commission outlines three key areas of work:
 - promoting the rights, voices and contributions of children and young people;
 - monitoring and advocacy to strengthen the wellbeing of all Western Australian children and young people; and
 - prioritising the needs of children and young people who are our most disadvantaged and vulnerable.

- All future work will be aligned to the Strategic Plan. In 2016-17, the Commissioner will focus on the following areas:
 - The capacity to engage well in learning and achieve positive outcomes in education is central to the wellbeing of children and young people. The Commissioner's project on engaging in education will investigate children and young people's views on factors that influence their engagement in education and provide quantitative and qualitative data to influence policy and program development and a benchmark for future monitoring.
 - The growing number of Aboriginal children and young people in the youth justice and out of home care systems remains a significant issue. The voices of these vulnerable children and young people will be used to better direct policy and programs to improve outcomes. The significant proportion of Aboriginal children and young people in regional and remote areas requires greater attention to engaging and supporting children and young people beyond the metropolitan area.
 - The impact of social media continues to be a source of concern in relation to the safety and wellbeing of children and young people. The Thinker in Residence program in 2016 will bring together experts to consider the potential impacts, both positive and negative, for the role of social media in working with children and young 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 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 views and issues of children and young people are heard and acted upon.	1. Consultation, Research and Promotion of the Wellbeing of Children and Young People

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Consultation, Research and Promotion of the Wellbeing of Children and Young People	3,113	3,262	3,234	3,285	3,307	3,359	3,400
Total Cost of Services	3,113	3,262	3,234	3,285	3,307	3,359	3,400

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The views and issues of children and young people are heard and acted upon:					
The extent to which children and young people in various regions of the State are consulted	53	25	30	25	1
The extent to which issues impacting upon children and young people are identified through consultation and research.....	89	90	85	90	

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

Explanation of Significant Movements

1. The estimated increase in the number of consultations conducted with children and young people in the 2015-16 Estimated Actual (30) compared to the 2015-16 Budget (25) is due to a high participation rate in response to a particular consultation focus area. It was anticipated that in the 2015-16 Budget, the number of consultations would return to the previous number due to the different focus of the consultations planned for the period.

Services and Key Efficiency Indicators**1. Consultation, Research and Promotion of the Wellbeing of Children and Young People**

Consultation, research and the promotion of the wellbeing of children and young people are a responsibility of the Commissioner and the scope and goals for this are prescribed in the *Commissioner for Children and Young People Act 2006*.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 3,113	\$'000 3,262	\$'000 3,234	\$'000 3,285	
Less Income	2	-	-	-	
Net Cost of Service	3,111	3,262	3,234	3,285	
Employees (Full Time Equivalents).....	16	16	16	16	
Efficiency Indicators ^(a)					
Average Cost per Consultation Exercise with Children and Young People	\$16,485	\$39,190	\$37,786	\$38,381	
Average Cost of Conducting Research and Consultation.....	\$25,177	\$25,358	\$25,437	\$25,838	

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

Financial Statements

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	1,926	2,291	2,262	2,315	2,353	2,388	2,420
Supplies and services	514	520	488	447	441	448	466
Accommodation	280	305	306	315	326	335	335
Depreciation and amortisation	17	22	16	16	16	16	16
Other expenses	376	124	162	192	171	172	163
TOTAL COST OF SERVICES	3,113	3,262	3,234	3,285	3,307	3,359	3,400
Income							
Other revenue	2	-	-	-	-	-	-
Total Income	2	-	-	-	-	-	-
NET COST OF SERVICES	3,111	3,262	3,234	3,285	3,307	3,359	3,400
INCOME FROM STATE GOVERNMENT							
Service appropriations	2,962	3,082	3,082	3,133	3,155	3,207	3,248
Resources received free of charge	152	180	152	152	152	152	152
TOTAL INCOME FROM STATE GOVERNMENT	3,114	3,262	3,234	3,285	3,307	3,359	3,400
SURPLUS/(DEFICIENCY) FOR THE PERIOD	3	-	-	-	-	-	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 16, 16 and 16 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	667	639	667	667	667	667	667
Receivables	83	37	20	20	20	20	20
Total current assets	750	676	687	687	687	687	687
NON-CURRENT ASSETS							
Holding account receivables	434	434	450	466	482	498	514
Property, plant and equipment	92	69	76	60	44	28	12
Restricted cash	64	47	64	64	64	64	64
Total non-current assets	590	550	590	590	590	590	590
TOTAL ASSETS	1,340	1,226	1,277	1,277	1,277	1,277	1,277
CURRENT LIABILITIES							
Employee provisions	184	140	184	184	184	184	184
Payables	58	18	-	-	-	-	-
Other	125	126	120	120	120	120	120
Total current liabilities	367	284	304	304	304	304	304
NON-CURRENT LIABILITIES							
Employee provisions	90	94	90	90	90	90	90
Total non-current liabilities	90	94	90	90	90	90	90
TOTAL LIABILITIES	457	378	394	394	394	394	394
EQUITY							
Contributed equity	420	407	420	420	420	420	420
Accumulated surplus/(deficit)	463	441	463	463	463	463	463
Total equity	883	848	883	883	883	883	883
TOTAL LIABILITIES AND EQUITY	1,340	1,226	1,277	1,277	1,277	1,277	1,277

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	2,928	3,082	3,066	3,117	3,139	3,191	3,232
Net cash provided by State Government.....	2,928	3,082	3,066	3,117	3,139	3,191	3,232
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,884)	(2,291)	(2,262)	(2,315)	(2,353)	(2,388)	(2,420)
Supplies and services	(453)	(394)	(353)	(313)	(306)	(313)	(331)
Accommodation	(280)	(305)	(306)	(314)	(326)	(335)	(335)
Other payments.....	(270)	(222)	(175)	(205)	(184)	(185)	(176)
Receipts ^(b)							
GST receipts.....	61	130	30	30	30	30	30
Net cash from operating activities	(2,826)	(3,082)	(3,066)	(3,117)	(3,139)	(3,191)	(3,232)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(96)	-	-	-	-	-	-
Net cash from investing activities.....	(96)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	6	-	-	-	-	-	-
Cash assets at the beginning of the reporting period	725	686	731	731	731	731	731
Cash assets at the end of the reporting period	731	686	731	731	731	731	731

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
Receipts on Sales	61	130	30	30	30	30	30
TOTAL	61	130	30	30	30	30	30

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

Division 43 Office of the Information Commissioner

Part 9 Attorney General; Minister for Commerce

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 78 Net amount appropriated to deliver services	2,039	2,113	2,113	2,058	2,092	2,128	2,157
Amount Authorised by Other Statutes - Freedom of Information Act 1992.....	278	278	278	278	278	278	278
Total appropriations provided to deliver services.....	2,317	2,391	2,391	2,336	2,370	2,406	2,435
TOTAL APPROPRIATIONS	2,317	2,391	2,391	2,336	2,370	2,406	2,435
EXPENSES							
Total Cost of Services.....	2,335	2,513	2,513	2,458	2,492	2,528	2,557
Net Cost of Services ^(a)	2,335	2,509	2,509	2,454	2,488	2,524	2,553
CASH ASSETS ^(b)	317	111	309	301	293	285	277

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Continuation of Accommodation Funding	-	130	133	136	139
Revised 1.5% Public Sector Wages Policy	-	(1)	(18)	(35)	(53)

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.	Access to documents and observance of processes in accordance with the Freedom of Information Act 1992.	1. Resolution of Complaints 2. Advice and Awareness

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Resolution of Complaints	1,635	1,759	1,759	1,721	1,744	1,770	1,790
2. Advice and Awareness.....	700	754	754	737	748	758	767
Total Cost of Services	2,335	2,513	2,513	2,458	2,492	2,528	2,557

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Access to documents and observance of processes in accordance with the Freedom of Information Act 1992:					
Participants satisfied with complaint resolution and external review processes adopted by the Information Commissioner.....	86%	80%	88%	85%	1
Agencies satisfied with the advice and guidance provided by the Information Commissioner.....	98%	98%	98%	98%	
Applications for external review resolved by conciliation.....	54%	60%	71%	60%	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 increase in satisfaction rate in the 2015-16 Estimated Actual compared to the 2015-16 Budget can be attributed to ongoing efficiencies in the external review process.
2. The increase in the conciliation rate in the 2015-16 Estimated Actual compared to the 2015-16 Budget can be attributed to the ongoing focus on early resolution and the first full year effect of classifying as conciliated a particular type of complaint closure. However, with 2015-16 being the first full year for these changes, there is insufficient data to justify an ongoing increase in the indicator.

Services and Key Efficiency Indicators

1. Resolution of Complaints

Provides an independent review and complaint resolution process, which resolves cases in a timely manner and balances the competing needs and expectations of applicants, agencies and Parliament within legislative requirements prescribed by the *Freedom of Information Act 1992*.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,635	\$'000 1,759	\$'000 1,759	\$'000 1,721	
Less Income	-	3	3	3	
Net Cost of Service.....	1,635	1,756	1,756	1,718	
Employees (Full Time Equivalents).....	11	10	9	9	
Efficiency Indicators					
Average Cost per Complaint and External Review Finalised.....	\$8,021	\$11,133	\$8,245	\$8,067	1

Explanation of Significant Movements

(Notes)

- The decrease in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to a higher number of external review applications expected to be finalised during the year. In addition, the previous calculation of the expected number of external reviews to be finalised for the 2015-16 Budget Target in the 2015-16 Budget Papers was understated.

2. Advice and Awareness

Provide objective advice and information to members of the public and agencies to assist in the proper lodgement and processing of applications under the *Freedom of Information Act 1992*. Propose initiatives to enhance efficiency in agency administration when dealing with applications received and conduct briefings and training sessions for agency staff.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 700	\$'000 754	\$'000 754	\$'000 737	
Less Income	-	1	1	1	
Net Cost of Service.....	700	753	753	736	
Employees (Full Time Equivalents).....	3	2	2	2	
Efficiency Indicators					
Average Cost of Service per Application Lodged ^(a)	\$228	\$208	\$275	\$268	1

(a) Applications lodged encompass the total number of direct advisory services that were provided (telephone calls where advice is given, email advice, counter enquiries, recipients of training and briefings and other matters).

Explanation of Significant Movements

(Notes)

- The increase in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to a lower number of advice matters estimated to be completed during 2015-16.

Financial Statements

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	1,679	1,710	1,710	1,728	1,748	1,769	1,790
Supplies and services	312	431	431	383	389	396	396
Accommodation	277	312	312	284	292	300	303
Depreciation and amortisation	4	-	-	-	-	-	-
Other expenses	63	60	60	63	63	63	68
TOTAL COST OF SERVICES	2,335	2,513	2,513	2,458	2,492	2,528	2,557
Income							
Other revenue	-	4	4	4	4	4	4
Total Income	-	4	4	4	4	4	4
NET COST OF SERVICES	2,335	2,509	2,509	2,454	2,488	2,524	2,553
INCOME FROM STATE GOVERNMENT							
Service appropriations	2,317	2,391	2,391	2,336	2,370	2,406	2,435
Resources received free of charge	111	110	110	110	110	110	110
TOTAL INCOME FROM STATE GOVERNMENT	2,428	2,501	2,501	2,446	2,480	2,516	2,545
SURPLUS/(DEFICIENCY) FOR THE PERIOD	93	(8)	(8)	(8)	(8)	(8)	(8)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 14, 11 and 11 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	264	68	256	248	240	232	224
Receivables	17	15	17	17	17	17	17
Other	38	36	38	38	38	38	38
Total current assets	319	119	311	303	295	287	279
NON-CURRENT ASSETS							
Holding account receivables	36	36	36	36	36	36	36
Property, plant and equipment	10	35	10	10	10	10	10
Restricted cash	53	43	53	53	53	53	53
Total non-current assets	99	114	99	99	99	99	99
TOTAL ASSETS	418	233	410	402	394	386	378
CURRENT LIABILITIES							
Employee provisions	231	130	231	231	231	231	231
Other	57	54	57	57	57	57	57
Total current liabilities	288	184	288	288	288	288	288
NON-CURRENT LIABILITIES							
Employee provisions	70	68	70	70	70	70	70
Total non-current liabilities	70	68	70	70	70	70	70
TOTAL LIABILITIES	358	252	358	358	358	358	358
EQUITY							
Contributed equity	37	37	37	37	37	37	37
Accumulated surplus/(deficit)	23	(56)	15	7	(1)	(9)	(17)
Total equity	60	(19)	52	44	36	28	20
TOTAL LIABILITIES AND EQUITY	418	233	410	402	394	386	378

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	2,317	2,391	2,391	2,336	2,370	2,406	2,435
Net cash provided by State Government.....	2,317	2,391	2,391	2,336	2,370	2,406	2,435
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,560)	(1,710)	(1,710)	(1,728)	(1,748)	(1,769)	(1,790)
Supplies and services	(197)	(322)	(322)	(274)	(280)	(287)	(288)
Accommodation	(282)	(323)	(323)	(233)	(239)	(245)	(246)
Other payments.....	(134)	(96)	(96)	(161)	(163)	(165)	(171)
Receipts ^(b)							
GST receipts.....	55	48	48	48	48	48	48
Other receipts	-	4	4	4	4	4	4
Net cash from operating activities	(2,118)	(2,399)	(2,399)	(2,344)	(2,378)	(2,414)	(2,443)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(9)	-	-	-	-	-	-
Net cash from investing activities.....	(9)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	190	(8)	(8)	(8)	(8)	(8)	(8)
Cash assets at the beginning of the reporting period	127	119	317	309	301	293	285
Cash assets at the end of the reporting period	317	111	309	301	293	285	277

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
GST Input Credits	55	48	48	48	48	48	48
Other Receipts							
Other Receipts	-	4	4	4	4	4	4
TOTAL	55	52	52	52	52	52	52

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

Division 44 Parliamentary Inspector of the Corruption and Crime Commission

Part 9 Attorney General; Minister for Commerce

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 79 Net amount appropriated to deliver services	415	538	538	547	548	544	551
Amount Authorised by Other Statutes							
- Corruption and Crime Commission Act 2003.....	171	175	175	179	179	179	179
Total appropriations provided to deliver services.....	586	713	713	726	727	723	730
TOTAL APPROPRIATIONS	586	713	713	726	727	723	730
EXPENSES							
Total Cost of Services.....	820	848	848	864	867	865	872
Net Cost of Services ^(a)	820	848	848	864	867	865	872
CASH ASSETS ^(b)	383	164	26	26	26	26	26

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	-	(3)	(6)	(9)

Significant Issues Impacting the Agency

- The Commission continues to experience a large volume of investigations.
- In January 2016, two new Acting Parliamentary Inspectors were appointed for the term of three years.

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.	An informed Parliament on the integrity of the Corruption and Crime Commission.	1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations.....	820	848	848	864	867	865	872
Total Cost of Services	820	848	848	864	867	865	872

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: An informed Parliament on the integrity of the Corruption and Crime Commission:					
Number of reports completed and tabled in Parliament within target timeframes	1	1	1	1	

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

Services and Key Efficiency Indicators

1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 820	\$'000 848	\$'000 848	\$'000 864	
Less Income	-	-	-	-	
Net Cost of Service.....	820	848	848	864	
Employees (Full Time Equivalents).....	2	2	2	2	
Efficiency Indicators					
Average Cost per Investigation/Case	\$8,198	\$11,660	\$6,663	\$7,311	1
Cost of Audit Function as a Percentage of Total Cost of Operations	40%	45%	45%	45%	

Explanation of Significant Movements

(Notes)

1. The estimated decrease in the Average Cost per Investigation/Case between 2015-16 Budget and 2016-17 Budget Target is due to an increase in investigations being finalised from a backlog of cases prior to 2015-16.

Asset Investment Program

In 2015, the Commission moved from the Department of the Attorney General in Westralia Square to the BGC Centre in order to appropriately separate from and become independent of any department or agency of Government. A fit-out of the premises was completed to ensure the efficient fulfilment and security of the Parliamentary Inspector's functions.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Office Fit-out - BGC Centre	329	329	209	-	-	-	-
Total Cost of Asset Investment Program.....	329	329	209	-	-	-	-
FUNDED BY							
Internal Funds and Balances.....			209	-	-	-	-
Total Funding			209	-	-	-	-

Financial Statements

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	488	457	452	465	471	475	481
Supplies and services	218	170	170	165	168	171	171
Accommodation	79	137	137	144	138	127	127
Depreciation and amortisation	-	55	55	55	55	55	55
Other expenses	35	29	34	35	35	37	38
TOTAL COST OF SERVICES	820	848	848	864	867	865	872
NET COST OF SERVICES	820	848	848	864	867	865	872
INCOME FROM STATE GOVERNMENT							
Service appropriations	586	713	713	726	727	723	730
Resources received free of charge	190	135	135	138	140	142	142
TOTAL INCOME FROM STATE GOVERNMENT	776	848	848	864	867	865	872
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(44)	-	-	-	-	-	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 2, 2 and 2 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	383	164	26	26	26	26	26
Receivables	16	1	16	16	16	16	16
Total current assets	399	165	42	42	42	42	42
NON-CURRENT ASSETS							
Holding account receivables	53	108	108	163	218	273	328
Other	120	274	274	219	164	109	54
Total non-current assets	173	382	382	382	382	382	382
TOTAL ASSETS	572	547	424	424	424	424	424
CURRENT LIABILITIES							
Employee provisions	229	145	78	78	78	78	78
Payables	2	-	2	2	2	2	2
Other	12	26	12	12	12	12	12
Total current liabilities	243	171	92	92	92	92	92
NON-CURRENT LIABILITIES							
Employee provisions	1	4	4	4	4	4	4
Total non-current liabilities	1	4	4	4	4	4	4
TOTAL LIABILITIES	244	175	96	96	96	96	96
EQUITY							
Contributed equity	160	160	160	160	160	160	160
Accumulated surplus/(deficit)	168	212	168	168	168	168	168
Total equity	328	372	328	328	328	328	328
TOTAL LIABILITIES AND EQUITY	572	547	424	424	424	424	424

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	586	658	658	671	672	668	675
Net cash provided by State Government.....	586	658	658	671	672	668	675
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(420)	(457)	(600)	(465)	(471)	(475)	(481)
Supplies and services	(28)	(35)	(35)	(27)	(28)	(29)	(30)
Accommodation	(79)	(137)	(137)	(144)	(138)	(127)	(127)
Other payments.....	(57)	(29)	(34)	(35)	(35)	(37)	(37)
Receipts ^(b)							
GST receipts.....	7	-	-	-	-	-	-
Net cash from operating activities	(577)	(658)	(806)	(671)	(672)	(668)	(675)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(120)	-	(209)	-	-	-	-
Net cash from investing activities.....	(120)	-	(209)	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(111)	-	(357)	-	-	-	-
Cash assets at the beginning of the reporting period	493	164	383	26	26	26	26
Net cash transferred to/from other agencies....	1	-	-	-	-	-	-
Cash assets at the end of the reporting period	383	164	26	26	26	26	26

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
GST Receipts.....	7	-	-	-	-	-	-
TOTAL	7	-	-	-	-	-	-

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

Legal Aid Commission of Western Australia

Part 9

Attorney General; Minister for Commerce

Asset Investment Program

The Commission's Asset Investment Program (AIP) for 2016-17 is estimated to total \$612,000, comprising of a computer hardware and software replacement program. The AIP will be funded from internal cash balances.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Computer Hardware and Software Replacement Program.....	8,876	4,476	300	612	1,444	1,344	1,000
Office Refurbishment and Fit-Outs	3,236	2,487	686	-	500	-	249
Total Cost of Asset Investment Program.....	12,112	6,963	986	612	1,944	1,344	1,249
FUNDED BY							
Internal Funds and Balances.....			986	612	1,944	1,344	1,249
Total Funding			986	612	1,944	1,344	1,249

Division 45 Commerce

Part 9 Attorney General; Minister for Commerce

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 80 Net amount appropriated to deliver services	70,727	65,387	41,476	56,860	57,782	58,897	58,580
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,189	1,219	1,214	1,245	1,276	1,308	1,341
Total appropriations provided to deliver services.....	71,916	66,606	42,690	58,105	59,058	60,205	59,921
ADMINISTERED TRANSACTIONS							
Item 81 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	206	-	9,945	7,644	7,712	4,241	3,114
TOTAL APPROPRIATIONS	72,122	66,606	52,635	65,749	66,770	64,446	63,035
EXPENSES							
Total Cost of Services.....	145,475	165,801	156,366	152,826	157,588	152,708	145,833
Net Cost of Services ^(a)	70,992	78,862	73,354	71,707	74,843	68,651	59,956
CASH ASSETS ^(b)	226,968	186,164	195,876	184,349	181,830	181,437	183,186

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Tariffs, Fees and Charges	-	119	151	53	256
Accommodation Expense.....	612	612	612	612	232
Agency Expenditure Review					
Additional Savings.....	(8,432)	(6,299)	(4,339)	(2,797)	(2,418)
Implementation Costs.....	3,698	884	-	-	-
Building Commission - Revised Revenue and Expenditure Forecasts.....	(2,372)	(2,372)	(2,372)	(2,372)	(2,372)
EnergySafety - 2016-17 Business Plan	-	(275)	(493)	(431)	(372)
Industry and Innovation					
Bioprospecting Bill.....	100	200	200	-	-
Innovator of the Year Awards	200	-	-	-	-
Oil, Gas and Energy Resources Growth Centre.....	150	200	250	275	-
Oracle Financial System Service Fee.....	168	172	176	181	185
Revised 1.5% Public Sector Wages Policy	-	(43)	(871)	(1,663)	(2,484)
Revised Departmental Revenue and Expenditure Forecasts	790	687	704	722	739
Revision to Indexation for Non-Salary Expenses	-	(245)	(653)	(1,000)	-

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Royalties for Regions					
Pilbara Fabrication and Services Common Use Facility	407	-	-	-	-
Regional Buy Local Initiative.....	(1,348)	(1,200)	(1,500)	-	-
Regional Workers Incentives Allowance Payments.....	(3)	-	-	-	32
Targeted Voluntary Separation Scheme.....	(2,100)	(2,100)	(2,200)	(2,200)	(2,200)
WorkSafe - Revised Revenue and Expenditure Forecasts.....	(3,268)	(3,268)	(3,268)	(3,268)	(3,268)

Significant Issues Impacting the Agency

Decrease in Demand in Construction Industry

- The Western Australian building and plumbing industries experienced decreased demand during 2015-16 compared to record high activity in previous years. The Building Commission will focus its activities on risk-based regulation, with a focus on achieving increased builder compliance with the Building Code of Australia, early detection of builder financial difficulty and compliance with new building requirements in bushfire prone areas.

Key Building Commission Reforms

- Continued improvement and reform to building approvals processes, particularly under planning and local government laws, will drive demand for more integrated, consistent, web-based processes for applying for approval and for accessing information about building and plumbing work. Key Building Commission projects that respond to these demands include permit data collection, electronic lodgement and processing of building applications, electronic lodgement of plumbing notices and the transfer of responsibility for as-constructed plumbing drawings from the Water Corporation. Greater flexibility and innovation in the design and nature of building products and global supply chains will challenge industry and regulators, while the sharing economy will blur distinctions between traditional building classifications and uses, and the way building and plumbing services are delivered.

eNotices

- Under electrical safety and gas safety legislation in Western Australia, electrical contractors and gas fitters must certify that the work they have undertaken is complete, safe, complies with the legislation and is ready for connection to the energy network. EnergySafety is now developing an online Information Technology application to allow for the electronic submission of notices which will lead to significant productivity improvements for industry, network operators and EnergySafety.

Safe Electrical Work

- To reduce the incidence of serious electrical accidents, new sections will be added to the Electricity (Licensing) Regulations 1991 and the Occupational Safety and Health Regulations 1996. The new sections will set out minimum standards for safe electrical work practices by electricians and other workers, particularly when proposing to work on, or near, live parts of a consumer's installation. The new regulations will prohibit work on or near energised electrical equipment unless unavoidable, in which case formal safe work procedures complying with the regulations must be followed.

Work Health and Safety Bill

- WorkSafe will draft further amendments to finalise the Work Health and Safety (WHS) Bill, prior to its introduction to Parliament. Concurrently, WorkSafe is undertaking a review of the model WHS Regulations to identify where they can be modified to minimise prescription, reduce red tape and keep the burden of compliance for industry at an acceptable level. Once the review of the WHS Regulations is complete, a public consultation process will take place so all participants in Western Australian workplaces have the opportunity to provide input into the new legal framework.

Coordination and Governance of Public Sector Labour Relations

- The Department's Public Sector Labour Relations (PSLR) directorate has a central coordination and governance role as prescribed in Premier's Circular 2013/03 - Coordination and Governance of Public Sector Labour Relations (the Premier's Circular). This includes the coordination and management of 120 public sector industrial instruments and the renegotiation within the Public Sector Wages Policy of 60 current industrial agreements. The Public Sector is undergoing significant and long-term reform. In accordance with the Premier's Circular, the PSLR has a strategic oversight role and provides operational assistance where agency reforms may or have significant industrial and workforce implications.

Innovation in Western Australia

- Innovation in Western Australia is being driven by industry seeking to remain competitive in a global economy, to improve productivity, manage costs, and to create new opportunities. The Department is working with industry, academia and agencies across government to review existing programs and to realign initiatives to support innovation and maximise their impact. The Regional Mobile Telecommunications Project is expanding mobile and fixed line connectivity, digital capacity and public safety across regional Western Australia. Additionally, the Government proposes to introduce a new Limited Partnership Bill into Parliament in 2016, which will enable Western Australian investors to access Commonwealth Government incentives for venture capital investment and provide a new avenue for financing innovation start-ups.

Defence Industry and the Australian Marine Complex (AMC)

- The Department continues to work together with Western Australian industry to pursue opportunities to supply and construct components and defence systems, and provide maintenance to the existing and future submarine and naval surface fleets. The ability of Western Australian industry to provide defence contracting services to the full range of vessels is greatly assisted by access to the AMC Common User Facilities. The Commonwealth Government recently announced Henderson as one of two naval shipbuilding precincts in Australia. In line with this it further announced that Western Australia will share the construction of the Offshore Patrol Vessels (OPV) with South Australia, and that the Pacific Patrol Boats are to be constructed in Western Australia. The Department will build on these successes and continue to promote Western Australia's capabilities with the OPV and Future Frigate shortlisted tenderers and the Commonwealth Government. There will be ongoing engagement with DCNS the successful future submarine bidder to promote Western Australia's capabilities and innovations into their build and maintenance programs.

Biodiscovery Legislation

- The progression of the biodiscovery legislation to enable discovery and commercialisation of new biologically derived products will be important in creating a business environment for industry to grow, while continuing to protect the environment. During 2016-17, the Department will finalise drafting to support progress through Parliament while also assisting the take-up of biodiscovery in Western Australia, through an industry development strategy.

Trade Engagement

- The Consumer Protection division is implementing a Trader Engagement Program to assist businesses to improve their commercial practices with regard to the Australian Consumer Law. The program aims to enhance dispute resolution practices within business in order to mitigate consumer detriment and the demand placed on the Consumer Protection division for dispute resolution.

Modernising Not-for-Profit and Co-operative Company Structures

- The *Associations Incorporation Act 2015* will commence on 1 July 2016, which will introduce new governance arrangements for over 17,000 incorporated associations. The Government has also introduced the Co-operatives Amendment Bill 2015 to facilitate interstate trading by Western Australian co-operatives and provide for a modern, nationally consistent regulatory regime.

Continued Enhancement of Housing and Tenancy Laws

- Housing and tenancy will continue to be an area of focus for the Consumer Protection division, with the first stage of the Government's retirement villages reforms completed in April 2016. In 2016-17, work will continue on the second stage of reforms to implement the balance of recommendations of the statutory review of retirement villages legislation. The review of the *Residential Parks (Long-stay Tenants) Act 2006* (the Act) has been completed and the focus will be on the drafting of amendments to the Act to implement the review's recommendations. The Department will also work with the Department of the Attorney General to implement the recommendations of the Western Australian Law Reform Commission to amend the *Residential Tenancies Act 1987* to address difficulties faced by tenants who are affected by family or domestic violence.

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 therefore the 2014-15 Actual results have been recast for comparative purposes, and to reflect the final allocation of costs between services following the Agency Expenditure Review (AER).

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
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	A fair trading environment that protects consumers and traders in Western Australia.	1. Consumer Protection
	Community in which the use of electricity and gas is regulated and safe.	3. Energy Safety
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.	Western Australia industry is competitive in targeted priority and emerging sectors.	2. Industry and Technology
	Buildings and plumbing installations that are safe, sustainable and respond to community needs.	6. Building Commission
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.	Shape and influence industrial relations systems in Western Australia.	4. Labour Relations
	A workplace operated in a safe and healthy manner.	5. WorkSafe

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget ^(a) \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Consumer Protection	52,713	58,925	55,101	52,852	53,429	53,889	53,747
2. Industry and Technology	21,727	23,702	23,227	19,707	23,159	17,075	10,438
3. Energy Safety	13,206	14,742	14,094	15,111	15,375	15,678	15,657
4. Labour Relations.....	8,931	8,400	7,625	7,880	7,851	7,996	7,977
5. WorkSafe.....	26,997	30,762	25,745	26,674	27,389	27,683	27,327
6. Building Commission.....	21,901	29,270	30,574	30,602	30,385	30,387	30,687
Total Cost of Services	145,475	165,801	156,366	152,826	157,588	152,708	145,833

(a) The 2015-16 Budget has been recast to reflect the outcomes of the AER and refinement of the costing allocation model.

Outcomes and Key Effectiveness Indicators

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: A fair trading environment that protects consumers and traders in Western Australia:					
The extent to which traders comply with regulatory requirements ^(a)	96%	95%	95%	95%	
Outcome: Western Australia industry is competitive in targeted priority and emerging sectors:					
The extent to which clients and key stakeholders consider that the division's services contribute to innovative industry development ^(a)	92%	75%	75%	75%	
Outcome: Community in which the use of electricity and gas is regulated and safe:					
The number of electricity-related serious injuries and fatalities per million population	7	nil	4	nil	1
The number of gas-related serious injuries and fatalities per million population	5	nil	nil	nil	1
Outcome: Shape and influence industrial relations systems in Western Australia:					
The extent to which employers comply with the requirements of labour relations laws	71%	67%	70%	75%	
Outcome: A workplace operated in a safe and healthy manner:					
The extent to which workplaces meet occupational safety and health criteria in priority areas (to indicate that workplaces are operated in a safe and healthy manner)	71%	72%	70%	75%	
Outcome: Buildings and plumbing installations that are safe, sustainable and respond to community needs:					
The extent to which building service providers comply with regulatory requirements ^(b)	n/a	n/a	78%	85%	

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

(b) As this is a new indicator there is no historic 2014-15 Actual and 2015-16 Budget figures available.

Explanation of Significant Movements

(Notes)

1. The 2016-17 Budget Target is set at nil for these indicators as the desired outcome to be achieved is to have no serious injuries and fatalities.

Services and Key Efficiency Indicators

1. Consumer Protection

The provision of consumer protection advice, information, education and business regulation services to the Western Australian community.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 52,713	\$'000 58,925	\$'000 55,101	\$'000 52,852	1
Less Income	23,173	30,014	31,158	28,729	2
Net Cost of Service.....	29,540	28,911	23,943	24,123	
Employees (Full Time Equivalents).....	328	327	317	327	
Efficiency Indicators ^(b)					
Average Cost per Client Contact to Provide Information and Advice	\$2.39	\$2.90	\$1.55	\$1.49	3
Average Cost per Policy Project.....	\$174,194	\$274,621	\$252,280	\$308,783	4
Average Cost per Inspection or Investigation.....	\$387.37	\$632.79	\$518.52	\$512.75	5
Average Cost per Registration or Licence	\$14.63	\$17.17	\$12.85	\$11.15	6

(a) The 2015-16 Budget has been recast to reflect the outcomes of the AER and refinement of the costing allocation model.

(b) The Efficiency Indicators exclude the cost of non-operational activities and the costs of implementing the AER.

Explanation of Significant Movements

(Notes)

1. The difference in Total Cost of Service between the 2014-15 Actual and the 2015-16 Estimated Actual of \$2.4 million (4.5%) reflects the Department's restrained expenditure in planning for the AER and other savings measures. A further reduction in costs is expected in 2016-17 due to savings achieved in the consolidation of the Department to centralised premises, and improved efficiencies in the processing of tenancy bonds under the *Residential Tenancies Act 1987* as a result of the launch of the Bonds Electronic Transaction System.
2. The increase in income between the 2014-15 Actual and the 2015-16 Budget of \$6.8 million (29.5%) is largely due to the Department abstaining from fully recouping its operational costs from the Rental Accommodation Account in 2014-15.
3. The Average Cost per Client Contact to Provide Information and Advice decreased \$1.35 (46.6%) between the 2015-16 Budget and 2015-16 Estimated Actual. This is due to client contacts increasing significantly (67%) primarily a result of an unexpected change in the weekly price cycle of Perth's petrol prices in June 2015. Visitors to the FuelWatch website have increased significantly since that time.
4. In 2014-15, there was an unanticipated increase in minor legislative and other policy projects resulting in an unusually low unit cost. The 2015-16 Estimated Actual and 2015-16 Budget figure show the return to a more consistent level of activity. A higher unit cost is anticipated during 2016-17 as the capacity to conclude policy projects will be limited by available parliamentary sitting time.
5. The Average Cost per Inspection or Investigation is projected to increase by \$131.15 (33.9%) between the 2014-15 Actual and the 2015-16 Estimated Actual. This is due to changes to the extent of proactive compliance and inspection programs across financial years.
6. The Average Cost per Registration or Licence has decreased by \$4.32 (25.2%) between the 2015-16 Budget and the 2015-16 Estimated Actual. This is primarily as a result of delays in recruitment following the AER, and the application of a recruitment freeze. A decrease in 2016-17 of \$1.70 (13.2%) is expected due to forthcoming changes in the regulation of incorporated associations increasing the quantity of registrations throughout the year.

2. Industry and Technology

Contributes to the State's economy by promoting industry and technology. Services include:

- supporting industry development through research and infrastructure;
- promoting Western Australian industry opportunities and capabilities; and
- providing policy development advice.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 21,727	\$'000 23,702	\$'000 23,227	\$'000 19,707	1
Less Income	3,501	2,410	2,619	2,791	2
Net Cost of Service	18,226	21,292	20,608	16,916	
Employees (Full Time Equivalents).....	26	21	22	23	
Efficiency Indicators ^(b)					
Average Cost per Industry and Technology Project Managed.....	\$235,234	\$255,382	\$253,720	\$258,029	

(a) The 2015-16 Budget has been recast to reflect the outcomes of the AER and refinement of the costing allocation model.

(b) The Efficiency Indicators exclude the cost of non-operational activities and the costs of implementing the AER.

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service between the 2015-16 Estimated Actual and the 2016-17 Budget Target of \$3.5 million (15.2%) is largely due to cessation of the Royalties for Regions grant program for the Pilbara Fabrication and Services Common Use Facility, and changes in the profiling of the Regional Mobile Telecommunications Program.
2. The decrease in income between the 2014-15 Actual and the 2015-16 Estimated Actual of \$882,000 (25.2%) recognises the downturn in projected revenue from the operations of the Bentley and Australian Marine Complex Technology Parks, and the 2014-15 revaluation of the premises by the Western Australian Land Information Authority (Landgate).

3. Energy Safety

The provision of regulatory services to the Western Australian community through licensing and compliance activities in the area of energy safety.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 13,206	\$'000 14,742	\$'000 14,094	\$'000 15,111	
Less Income	14,248	13,765	13,492	13,909	
Net Cost of Service	(1,042)	977	602	1,202	
Employees (Full Time Equivalents).....	65	69	66	71	
Efficiency Indicators ^(b)					
Average Cost of Regulatory Services.....	\$4,241	\$6,393	\$5,904	\$6,326	1
Average Cost of Provision of Licensing Services.....	\$32.58	\$33.01	\$29.18	\$32.40	2

(a) The 2015-16 Budget has been recast to reflect the outcomes of the AER and refinement of the costing allocation model.

(b) The Efficiency Indicators exclude the cost of non-operational activities and the costs of implementing the AER.

Explanation of Significant Movements

(Notes)

1. The Average Cost of Regulatory Services has increased by \$1,663 (39.2%) from the 2014-15 Actual to the 2015-16 Estimated Actual, due to a 27% decrease in the number of inspections undertaken in 2015-16 as there has been a greater focus on more complex inspections.
2. The Average Cost of Provision of Licensing Services has decreased by \$3.40 (10.4%) from the 2014-15 Actual to the 2015-16 Estimated Actual as a result of employee vacancies in the licensing area. This is expected to increase by \$3.22 (11%) in the 2016-17 Budget Target due to planned recruitment.

4. Labour Relations

To assist private and public sector workplaces to be economically sustainable and fair by providing our stakeholders and clients with expert labour relations advice, education and regulation.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 8,931	\$'000 8,400	\$'000 7,625	\$'000 7,880	1
Less Income	51	9	46	40	
Net Cost of Service.....	8,880	8,391	7,579	7,840	
Employees (Full Time Equivalents).....	58	49	50	49	
Efficiency Indicators ^(b)					
Average Cost per Hour of Policy Advice.....	\$167.34	\$153.50	\$165.68	\$179.82	2
Average Cost per Client Contact to Provide Information and Advice.....	\$2.59	\$2.56	\$2.73	\$2.76	
Average Cost per Inspection or Investigation.....	\$8,226	\$7,052	\$5,894	\$5,982	3

(a) The 2015-16 Budget has been recast to reflect the outcomes of the AER and refinement of the costing allocation model.

(b) The Efficiency Indicators exclude the cost of non-operational activities and the costs of implementing the AER.

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service between the 2015-16 Budget and the 2015-16 Estimated Actual of \$775,000 (9.2%) is due to planned staffing reductions to achieve the program rationalisation savings identified in the 2013-14 Budget, and the implementation of the Public Sector Workforce Renewal policy.
2. The Average Cost per Hour of Policy Advice is expected to increase by \$14.14 (8.5%) from the 2015-16 Estimated Actual to the 2016-17 Budget Target. This is due to a decrease in the number of policy projects expected to be progressed.
3. The Average Cost per Inspection or Investigation is expected to decrease by \$2,332 (28.3%) between the 2014-15 Actual and the 2015-16 Estimated Actual. This is primarily due to efficiencies as a result of the continued implementation of program rationalisation savings measures.

5. WorkSafe

The provision of advice, information, education, licencing and enforcement services to the Western Australian community in the area of occupational safety and health.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 26,997	\$'000 30,762	\$'000 25,745	\$'000 26,674	1
Less Income	7,103	10,637	7,565	7,711	2
Net Cost of Service	19,894	20,125	18,180	18,963	
Employees (Full Time Equivalents).....	176	165	156	165	
Efficiency Indicators ^(b)					
Average Cost per Client Contact to Provide Information and Advice	\$4.01	\$3.61	\$3.62	\$3.62	3
Average Cost per Inspection or Investigation.....	\$620.22	\$551.99	\$519.63	\$531.87	
Average Cost per Registration or Licence	\$84.53	\$77.89	\$77.06	\$77.67	

(a) The 2015-16 Budget has been recast to reflect the outcomes of the AER and refinement of the costing allocation model.

(b) The Efficiency Indicators exclude the cost of non-operational activities and the costs of implementing the AER.

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service of \$5 million (16.3%) between the 2015-16 Budget and the 2015-16 Estimated Actual relates to constrained expenditure due to lower regulatory fee revenue as a result of a downturn in the resources sector. The increase in the Total Cost of Service in the 2016-17 Budget Target of \$929,000 (3.6%) is due to staff vacancies being filled.
2. The reduction in income of \$3.1 million (28.9%) between the 2015-16 Budget and the 2015-16 Estimated Actual is due to regulatory fee revenue being significantly lower than expected as a result of the downturn in the resources sector.
3. The Average Cost per Inspection or Investigation has decreased by \$100.59 (16.2%) between the 2014 -15 Actual and the 2015-16 Estimated Actual. This is primarily due to an increase in the number of inspections expected to be undertaken as a result of the use of mobile technology and operating delays in 2014-15 following the Departments office accommodation relocation.

6. Building Commission

The provision of government administration, licensing, regulatory and dispute resolution services that enable the building and plumbing industries to efficiently deliver buildings and plumbing installations that are safe, sustainable, and respond to community needs.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 21,901	\$'000 29,270	\$'000 30,574	\$'000 30,602	1
Less Income	26,407	30,104	28,132	27,939	2
Net Cost of Service	(4,506)	(834)	2,442	2,663	
Employees (Full Time Equivalents).....	139	152	151	152	
Efficiency Indicators ^(b)					
Average Cost per Inspection	\$442.80	\$502.92	\$583.61	\$651.60	3
Average Cost per Registration or Licence Administration	\$347.62	n/a	\$398.24	\$403.37	4
Average Cost per Building Services and Home Building Work Contract Dispute Resolved.....	\$6,478	n/a	\$6,844	\$6,802	
Average Cost per Policy Project Managed	\$113,613	n/a	\$130,544	\$129,884	5

(a) The 2015-16 Budget has been recast to reflect the outcomes of the AER and refinement of the costing allocation model.

(b) The Efficiency Indicators exclude the cost of non-operational activities and the costs of implementing the AER.

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service between the 2014-15 Actual and the 2015-16 Estimated Actual of \$8.7 million (39.6%) relates to the Department's reform activities (\$1.9 million) and regulatory fee increases (\$1.5 million), with the balance reflecting the Department's restrained expenditure in 2014-15 in planning for the AER and other savings measures.
2. Increased income of \$1.7 million (6.5%) between the 2014-15 Actual and the 2015-16 Estimated Actual relates to the increase in the Building Services Levy in 2015-16, as well as a budgeted increase in regulatory fee revenue.
3. The Average Cost per Inspection is expected to increase between the 2014-15 Actual and the 2015-16 Estimated Actual by \$140.81 (31.8%) due to lower costs as a result of employee vacancies throughout the 2014-15 year. The Average Cost per Inspection is expected to increase by \$67.99 (11.6%) between the 2015-16 Estimated Actual and the 2016-17 Budget Target primarily due to a change in inspection methods from random routine inspections to full compliance audits.
4. The Average Cost per Registration or Licence Administration increased between the 2014-15 Actual and the 2015-16 Estimated Actual by \$50.62 (14.6%) due to employee vacancies filled in the licencing area, as well as a change in the methodology and allocation of corporate support.
5. The Average Cost per Policy Project Managed increased between the 2014-15 Actual and the 2015-16 Estimated Actual by \$16,931 (14.9%) due to an increase in employees in 2015-16 as a result of administering the States Home Indemnity Insurance scheme and a reallocation of corporate support costs.

Asset Investment Program

The 2016-17 Asset Investment Program (AIP) totals \$9.2 million, including \$5.7 million to deliver the Department's revised Strategic Information Plan.

The Department has a high reliance on information and communications technology (ICT) in the delivery of its regulatory services, with ICT forming a significant component of the Department's overall AIP. The Department is progressing with a range of initiatives to modernise its ICT, and improve online access to services and information, including online occupational licensing in association with the Government Chief Information Officer and the Department of Transport.

A technology upgrade program relating to the Building Commission Division continues, including \$2.1 million in 2016-17 for works to address regulatory reform in the industry, and enable efficiency improvements in collaboration with local governments and other government agencies.

Enhancements to the EnergySafety division's Compliance Management System (CMS) were commissioned in 2015-16 to replace outdated and unsupported components of the inspection regulatory software. The enhanced CMS will improve productivity and efficiency by supporting a mobile inspection workforce and aligning workflows across the gas and electricity directorates. An additional \$1.4 million over the two years to 2017-18 has been allocated to complete Stage Two works, including improved functionality to support electronic lodgement of various notifications by external users, improved assessment, infringement and prosecution processes and some automation of work programming, complex audit scheduling and management of resources for operational activities both metropolitan and regional.

The Southern Precinct has an allocation of \$723,000 for environmental remediation work at Henderson to support the Australian Marine Complex and the industries that operate within the facility.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
ICT Infrastructure							
Building Commission - Regulation Reform.....	4,850	1,300	1,300	2,100	1,100	350	-
Strategic Information Plan	19,874	6,465	6,465	5,676	2,974	2,096	2,663
Southern Precinct	1,865	1,142	700	723	-	-	-
COMPLETED WORKS							
ICT Infrastructure							
Bonds Electronic Transaction System.....	550	550	91	-	-	-	-
EnergySafety CMS - Stage One.....	2,450	2,450	1,786	-	-	-	-
ICT Works to Facilitate Accommodation Relocation.....	3,015	3,015	499	-	-	-	-
NEW WORKS							
EnergySafety CMS - Stage Two.....	1,400	-	-	700	700	-	-
Total Cost of Asset Investment Program.....	34,004	14,922	10,841	9,199	4,774	2,446	2,663
FUNDED BY							
Drawdowns from the Holding Account.....			2,800	53	2,974	2,096	2,663
Internal Funds and Balances.....			8,041	9,146	1,800	350	-
Total Funding.....			10,841	9,199	4,774	2,446	2,663

Financial Statements

Income Statement

Expenses

Accommodation expenses decrease in 2016-17 as the Department consolidates its locations and footprint, followed by moderate increases over the forward estimates due to market based rental reviews. Grants and subsidies expenditure significantly decreases from 2018-19 due to the budgeted completion of projects under the Royalties for Regions (RfR) program.

Income

The decrease in regulatory fees from 2015-16 to 2016-17 is due to softening economic conditions, which has been offset by an increase in the Building Service Levy to fund reforms in the building industry. There are some increases from 2016-17 and over the forward estimates due to an increase in regulatory fees to improve the recovery of costs.

Income from State Government

The reduction in service appropriation between the 2015-16 Budget and the 2015-16 Estimated Actual is driven by the Department abstaining from appropriation drawdowns following the application of various savings measures (including the Agency Expenditure Review), and utilisation of excess cash.

Statement of Financial Position

Restricted cash will decrease due to lower interest receipts and service delivery recoups. Non-current assets increase in 2015-16 as the Department delivers the Strategic Investment Plan and investing in information and communications technology projects.

The decrease in total equity from 2016-17 and over the forward estimates reflects lower cash balances in the special purpose accounts as lower interest rates and softening market conditions reduce revenues in 2015-16 and 2016-17, whilst expenses hold steady to maintain service delivery.

Statement of Cashflows

The reduction in service appropriation between the 2015-16 Budget and the 2015-16 Estimated Actual is driven by the Department abstaining from appropriation drawdowns following the application of various savings measures (including the Agency Expenditure Review), and utilisation of excess cash. From 2019-20, RfR receipts will decrease resulting from the planned completion of current projects.

Employee benefits payments will increase in 2015-16 due to staff separation payments resulting from structural changes, with downward pressure over the forward estimates as a result of the Public Sector Workforce Renewal and the Public Sector Wages Policy. Grants and subsidies payments will decrease from 2018-19 on completion of the current RfR projects. Accommodation payments decrease until 2016-17 as the Department consolidates its office accommodation locations, followed by moderate increases over the forward estimates as a result of market based rental reviews.

Cash balances will decrease from 2015-16 as drawdown on capital reserves to fund the Asset Investment Program, and restricted cash balances decrease as a result of a softening revenue base.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	84,867	91,799	91,726	90,553	87,577	85,719	85,820
Grants and subsidies ^(c)	20,636	20,999	19,623	19,193	22,374	15,345	8,635
Supplies and services	17,911	30,874	24,340	23,799	25,075	27,404	26,745
Accommodation	11,314	10,924	10,924	8,918	11,004	11,587	11,827
Depreciation and amortisation	3,775	3,730	3,730	4,419	5,470	6,412	6,412
Other expenses	6,972	7,475	6,023	5,944	6,088	6,241	6,394
TOTAL COST OF SERVICES	145,475	165,801	156,366	152,826	157,588	152,708	145,833
Income							
Sale of goods and services	2,590	5,146	2,256	2,256	2,256	2,256	2,256
Regulatory fees and fines	65,818	75,097	69,203	68,657	70,150	71,331	72,902
Grants and subsidies	100	145	568	456	363	371	379
Other revenue	5,975	6,551	10,985	9,750	9,976	10,099	10,340
Total Income	74,483	86,939	83,012	81,119	82,745	84,057	85,877
NET COST OF SERVICES	70,992	78,862	73,354	71,707	74,843	68,651	59,956
INCOME FROM STATE GOVERNMENT							
Service appropriations	71,916	66,606	42,690	58,105	59,058	60,205	59,921
Resources received free of charge	1,335	752	1,364	1,364	1,364	1,364	1,364
Royalties for Regions Fund:							
Regional Community Services Fund	628	1,641	232	444	148	151	32
Regional Infrastructure and Headworks Fund	7,200	11,857	10,000	10,000	13,500	6,500	-
TOTAL INCOME FROM STATE GOVERNMENT	81,079	80,856	54,286	69,913	74,070	68,220	61,317
SURPLUS/(DEFICIENCY) FOR THE PERIOD	10,087	1,994	(19,068)	(1,794)	(773)	(431)	1,361

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 792, 762 and 787 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Building Commission							
Australian Building Codes Board	299	300	580	580	580	580	580
Curtin Sustainable Built Environment	108	-	100	100	100	100	100
Consumer Protection							
Consumer Affairs Australia New Zealand	27	-	50	50	50	50	50
Motor Vehicle Repairers Industry	6	-	18	18	18	18	18
Property Industry	6,219	6,872	6,100	6,728	6,594	6,470	6,470
Seniors Housing Information Service ^(a)	275	300	-	-	-	-	-
Industry and Innovation							
Industry and Innovation Grants	1,309	-	1,137	1,137	1,137	1,137	1,137
Medical Research Commercialisation Fund ..	-	-	110	110	110	110	110
Oil and Gas Resources Centre	-	-	150	200	250	275	-
Regional Mobile Telecommunications Project	11,782	13,357	11,208	10,100	13,365	6,435	-
Labour Relations							
Employment Law Centre Western Australia	441	-	-	-	-	-	-
WorkSafe							
Asbestos Disease Society	100	100	100	100	100	100	100
Farmsafe Western Australia Alliance	70	70	70	70	70	70	70
TOTAL	20,636	20,999	19,623	19,193	22,374	15,345	8,635

(a) The classification of the Seniors Housing Information Service payment has been changed from the 2015-16 Estimated Actual from grants to services purchased from not-for-profits to more accurately reflect the nature of these payments.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	38,724	16,863	16,986	16,601	23,481	25,587	27,809
Restricted cash	188,244	166,852	178,890	167,748	158,349	155,850	155,377
Holding account receivables	2,800	399	399	3,320	2,442	3,009	784
Receivables	1,613	1,776	1,613	1,613	1,613	1,613	1,613
Other	4,293	15,371	4,413	6,464	4,728	4,934	5,140
Total current assets	235,674	201,261	202,301	195,746	190,613	190,993	190,723
NON-CURRENT ASSETS							
Holding account receivables	7,961	11,292	11,292	12,477	15,171	18,020	23,094
Property, plant and equipment	43,692	44,459	44,527	45,631	44,959	44,491	44,323
Intangibles	7,765	17,234	14,041	17,717	17,693	14,195	10,614
Restricted cash	-	2,449	-	-	-	-	-
Other	10,612	9,390	10,527	8,390	7,892	7,166	6,440
Total non-current assets	70,030	84,824	80,387	84,215	85,715	83,872	84,471
TOTAL ASSETS	305,704	286,085	282,688	279,961	276,328	274,865	275,194
CURRENT LIABILITIES							
Employee provisions	18,805	19,652	17,903	17,687	17,687	17,687	17,687
Payables	5,180	1,876	5,180	5,180	5,180	5,180	5,180
Other	11,309	12,294	8,860	8,860	8,860	8,860	8,860
Total current liabilities	35,294	33,822	31,943	31,727	31,727	31,727	31,727
NON-CURRENT LIABILITIES							
Employee provisions	3,734	3,654	3,734	3,734	3,734	3,734	3,734
Other	8,469	8,861	8,469	8,469	8,469	8,469	8,469
Total non-current liabilities	12,203	12,515	12,203	12,203	12,203	12,203	12,203
TOTAL LIABILITIES	47,497	46,337	44,146	43,930	43,930	43,930	43,930
EQUITY							
Contributed equity	78,953	78,770	78,356	77,639	74,779	73,747	72,715
Accumulated surplus/(deficit)	168,238	151,092	149,170	147,376	146,603	146,172	147,533
Reserves	11,016	9,886	11,016	11,016	11,016	11,016	11,016
Total equity	258,207	239,748	238,542	236,031	232,398	230,935	231,264
TOTAL LIABILITIES AND EQUITY	305,704	286,085	282,688	279,961	276,328	274,865	275,194

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	68,037	62,876	38,960	53,946	54,268	54,693	54,409
Holding account drawdowns.....	2,800	2,800	2,800	53	2,974	2,096	2,663
Royalties for Regions Fund:							
Regional Community Services Fund.....	518	1,641	232	444	148	151	32
Regional Infrastructure and Headworks Fund.....	7,200	11,857	10,000	10,000	13,500	6,500	-
Net cash provided by State Government.....	78,555	79,174	51,992	64,443	70,890	63,440	57,104
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(85,765)	(91,799)	(94,865)	(90,769)	(87,577)	(85,719)	(85,820)
Grants and subsidies.....	(18,713)	(20,999)	(19,623)	(19,193)	(22,374)	(15,345)	(8,635)
Supplies and services.....	(13,483)	(30,357)	(24,269)	(23,631)	(26,004)	(28,682)	(27,213)
Accommodation.....	(12,460)	(9,643)	(9,643)	(7,517)	(8,501)	(8,730)	(9,372)
Other payments.....	(12,500)	(11,091)	(8,793)	(8,719)	(8,868)	(9,026)	(9,587)
Receipts ^(b)							
Regulatory fees and fines.....	76,844	75,097	69,203	68,657	70,150	71,331	72,902
Grants and subsidies.....	100	145	568	456	363	371	379
Sale of goods and services.....	261	5,140	5,140	5,225	5,312	5,312	5,312
GST receipts.....	4,749	2,570	2,570	2,570	2,570	2,570	2,570
Other receipts.....	6,730	5,925	7,469	6,150	6,294	6,531	6,772
Net cash from operating activities.....	(54,237)	(75,012)	(72,243)	(66,771)	(68,635)	(61,387)	(52,692)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(3,866)	(7,965)	(10,841)	(9,199)	(4,774)	(2,446)	(2,663)
Other receipts.....	-	597	597	717	2,860	1,032	1,032
Net cash from investing activities.....	(3,866)	(7,368)	(10,244)	(8,482)	(1,914)	(1,414)	(1,631)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments.....	-	(597)	(597)	(717)	(2,860)	(1,032)	(1,032)
Net cash from financing activities.....	-	(597)	(597)	(717)	(2,860)	(1,032)	(1,032)
NET INCREASE/(DECREASE) IN CASH HELD.....	20,452	(3,803)	(31,092)	(11,527)	(2,519)	(393)	1,749
Cash assets at the beginning of the reporting period.....	207,428	189,967	226,968	195,876	184,349	181,830	181,437
Net cash transferred to/from other agencies....	(912)	-	-	-	-	-	-
Cash assets at the end of the reporting period.....	226,968	186,164	195,876	184,349	181,830	181,437	183,186

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Regulatory Fees and Fines							
Regulatory Fees and Fines.....	76,844	75,097	69,203	68,657	70,150	71,331	72,902
Grants and Subsidies							
Grants and Subsidies.....	100	145	568	456	363	371	379
Sale of Goods and Services							
Sale of Goods and Services	261	5,140	5,140	5,225	5,312	5,312	5,312
GST Receipts							
GST Receipts.....	4,749	2,570	2,570	2,570	2,570	2,570	2,570
Other Receipts							
Other Receipts	6,730	5,925	7,469	6,150	6,294	6,531	6,772
TOTAL	88,684	88,877	84,950	83,058	84,689	86,115	87,935

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Taxation							
Regulatory Fees ^(a)	1,420	-	-	-	-	-	-
Fines							
Regulatory Fines	173	250	250	250	250	250	250
Other							
Appropriation.....	206	-	9,945	7,644	7,712	4,241	3,114
Commonwealth Scientific and Industrial Research Organisation Loan....	520	697	697	704	677	645	645
Home Indemnity Insurance.....	31,783	43,068	27,867	22,932	6,743	3,546	1,969
Rental Accommodation Account	10,433	16,211	8,454	6,965	7,068	7,633	7,873
Repeal of Travel Agents Act	-	-	1,675	-	-	-	-
TOTAL ADMINISTERED INCOME	44,535	60,226	48,888	38,495	22,450	16,315	13,851
EXPENSES							
Other							
Home Indemnity Insurance.....	16,318	28,880	74,082	18,459	4,151	2,196	1,069
Payments to the Consolidated Account.....	13,632	414	414	408	397	386	386
Rental Accommodation Account	6,900	13,485	12,139	9,069	9,233	9,402	9,574
Repeal of Travel Agents Act	211	-	1,675	-	-	-	-
TOTAL ADMINISTERED EXPENSES	37,061	42,779	88,310	27,936	13,781	11,984	11,029

(a) Changes in accounting policy commencing in 2015-16 have seen all regulatory fees classified as controlled retained receipts and are shown in the Income Statement.

Division 46 Registrar, Western Australian Industrial Relations Commission

Part 9 Attorney General; Minister for Commerce

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 82 Net amount appropriated to deliver services	7,728	10,377	10,229	10,015	9,836	9,886	10,197
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	2,311	2,377	2,377	2,441	2,441	2,441	2,441
Total appropriations provided to deliver services.....	10,039	12,754	12,606	12,456	12,277	12,327	12,638
CAPITAL							
Item 151 Capital Appropriation.....	-	-	791	1,286	-	-	-
TOTAL APPROPRIATIONS	10,039	12,754	13,397	13,742	12,277	12,327	12,638
EXPENSES							
Total Cost of Services.....	11,321	13,121	12,973	12,823	12,644	12,694	13,005
Net Cost of Services ^(a)	11,178	13,041	12,893	12,743	12,564	12,614	12,925
CASH ASSETS ^(b)	5,198	3,283	5,056	4,939	4,822	4,705	4,588

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	98	-	-	-
Accommodation Savings.....	-	(166)	(238)	(231)	(220)
Revised 1.5% Public Sector Wages Policy	-	(2)	(40)	(76)	(121)
Targeted Voluntary Separation Scheme	(148)	(151)	(155)	(159)	-

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.	The prevention and resolution of industrial relations matters.	1. Support to the Western Australian Industrial Relations Commission and Industrial Magistrates Court 2. Conciliation and Arbitration by the Western Australian Industrial Relations Commission

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Support to the Western Australian Industrial Relations Commission and Industrial Magistrates Court	4,881	6,010	5,702	5,591	5,492	5,523	5,661
2. Conciliation and Arbitration by the Western Australian Industrial Relations Commission.....	6,440	7,111	7,271	7,232	7,152	7,171	7,344
Total Cost of Services	11,321	13,121	12,973	12,823	12,644	12,694	13,005

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The prevention and resolution of industrial relations matters:					
Percentage of employee, employers, representatives and Commission members satisfied with the service provided by the Department of the Registrar in relation to:					
Timeliness.....	92%	90%	97%	90%	
Accuracy and relevance of information	89%	90%	98%	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 to the Western Australian Industrial Relations Commission and Industrial Magistrates Court

To provide effective and efficient support to the Commission, allowing the tribunal to provide the community with an efficient means of preventing or resolving industrial relations matters. This output includes the provision of services and support to the Industrial Magistrates Court.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 4,881	\$'000 6,010	\$'000 5,702	\$'000 5,591	
Less Income	89	80	80	80	
Net Cost of Service	4,792	5,930	5,622	5,511	
Employees (Full Time Equivalents).....	29	33	32	32	
Efficiency Indicators					
Average Cost per Application Registered and Recorded	\$4,445	\$6,108	\$5,795	\$5,083	

2. Conciliation and Arbitration by the Western Australian Industrial Relations Commission

This output relates to the activities of the Commission. The Commission provides processes for dealing with the prevention and resolution of conflict in respect of industrial matters. The Commission relies on the Department of the Registrar (the Department) to manage its financial affairs but is not subject to any form of operational control by the Department and acts independently.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 6,440	\$'000 7,111	\$'000 7,271	\$'000 7,232	
Less Income	54	-	-	-	
Net Cost of Service	6,386	7,111	7,271	7,232	
Employees (Full Time Equivalents).....	16	19	19	19	

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Office Refurbishment	2,077	791	791	1,286	-	-	-
COMPLETED WORKS							
Asset Replacement - Information Technology (IT) 2015-16 Program	185	185	185	-	-	-	-
NEW WORKS							
Asset Replacement - IT 2016-17 Program	160	-	-	160	-	-	-
2017-18 Program	160	-	-	-	160	-	-
2018-19 Program	160	-	-	-	-	160	-
2019-20 Program	160	-	-	-	-	-	160
Total Cost of Asset Investment Program.....	2,902	976	976	1,446	160	160	160
FUNDED BY							
Capital Appropriation			791	1,286	-	-	-
Drawdowns from the Holding Account.....			160	160	160	160	160
Internal Funds and Balances.....			25	-	-	-	-
Total Funding			976	1,446	160	160	160

Financial Statements

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	6,398	6,890	6,742	6,746	6,655	6,570	6,811
Supplies and services	1,036	1,513	1,513	1,473	1,532	1,597	1,530
Accommodation	3,274	3,850	3,850	3,541	3,321	3,453	3,590
Depreciation and amortisation	269	319	319	449	559	497	497
Other expenses.....	344	549	549	614	577	577	577
TOTAL COST OF SERVICES	11,321	13,121	12,973	12,823	12,644	12,694	13,005
Income							
Sale of goods and services.....	47	80	80	80	80	80	80
Other revenue	96	-	-	-	-	-	-
Total Income.....	143	80	80	80	80	80	80
NET COST OF SERVICES	11,178	13,041	12,893	12,743	12,564	12,614	12,925
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	10,039	12,754	12,606	12,456	12,277	12,327	12,638
Resources received free of charge	14	50	50	50	50	50	50
TOTAL INCOME FROM STATE GOVERNMENT	10,053	12,804	12,656	12,506	12,327	12,377	12,688
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	(1,125)	(237)	(237)	(237)	(237)	(237)	(237)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 45, 51 and 51 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	4,938	3,283	5,056	4,909	4,762	4,615	4,498
Holding account receivables.....	160	160	160	160	160	160	160
Receivables	66	166	56	51	51	51	51
Other.....	116	209	57	57	37	37	37
Total current assets	5,280	3,818	5,329	5,177	5,010	4,863	4,746
NON-CURRENT ASSETS							
Holding account receivables.....	1,245	1,404	1,404	1,693	2,092	2,429	2,766
Property, plant and equipment.....	290	214	219	175	150	142	70
Intangibles	17	-	13	13	13	13	47
Restricted cash	260	-	-	30	60	90	90
Other.....	538	447	1,270	2,311	1,937	1,608	1,309
Total non-current assets	2,350	2,065	2,906	4,222	4,252	4,282	4,282
TOTAL ASSETS	7,630	5,883	8,235	9,399	9,262	9,145	9,028
CURRENT LIABILITIES							
Employee provisions	1,984	1,817	1,942	1,942	1,942	1,942	1,942
Payables.....	71	60	71	132	168	211	241
Other.....	231	330	266	320	384	461	551
Total current liabilities	2,286	2,207	2,279	2,394	2,494	2,614	2,734
NON-CURRENT LIABILITIES							
Employee provisions	152	202	210	210	210	210	210
Other.....	1	1	1	1	1	1	1
Total non-current liabilities	153	203	211	211	211	211	211
TOTAL LIABILITIES.....	2,439	2,410	2,490	2,605	2,705	2,825	2,945
EQUITY							
Contributed equity	495	495	1,286	2,572	2,572	2,572	2,572
Accumulated surplus/(deficit).....	4,681	2,963	4,444	4,207	3,970	3,733	3,496
Reserves.....	15	15	15	15	15	15	15
Total equity	5,191	3,473	5,745	6,794	6,557	6,320	6,083
TOTAL LIABILITIES AND EQUITY	7,630	5,883	8,235	9,399	9,262	9,145	9,028

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	9,820	12,435	12,287	12,007	11,718	11,830	12,141
Capital appropriation.....	-	-	791	1,286	-	-	-
Holding account drawdowns.....	160	160	160	160	160	160	160
Net cash provided by State Government.....	9,980	12,595	13,238	13,453	11,878	11,990	12,301
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(6,262)	(6,758)	(6,610)	(6,614)	(6,523)	(6,438)	(6,679)
Supplies and services.....	(1,017)	(1,387)	(1,387)	(1,347)	(1,406)	(1,471)	(1,404)
Accommodation.....	(3,300)	(3,927)	(3,927)	(3,618)	(3,398)	(3,530)	(3,667)
Other payments.....	(897)	(1,063)	(1,063)	(1,128)	(1,091)	(1,091)	(1,091)
Receipts ^(b)							
Sale of goods and services.....	49	80	80	80	80	80	80
GST receipts.....	583	503	503	503	503	503	503
Other receipts.....	104	-	-	-	-	-	-
Net cash from operating activities.....	(10,740)	(12,552)	(12,404)	(12,124)	(11,835)	(11,947)	(12,258)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(713)	(160)	(976)	(1,446)	(160)	(160)	(160)
Net cash from investing activities.....	(713)	(160)	(976)	(1,446)	(160)	(160)	(160)
NET INCREASE/(DECREASE) IN CASH HELD	(1,473)	(117)	(142)	(117)	(117)	(117)	(117)
Cash assets at the beginning of the reporting period.....	6,671	3,400	5,198	5,056	4,939	4,822	4,705
Cash assets at the end of the reporting period.....	5,198	3,283	5,056	4,939	4,822	4,705	4,588

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Sale of Goods and Services							
Sales of Goods and Services.....	49	80	80	80	80	80	80
GST Receipts							
GST Receipts on Sales.....	15	3	3	3	3	3	3
GST Receipts from the Australian Taxation Office.....	568	500	500	500	500	500	500
Other Receipts							
Other Receipts.....	104	-	-	-	-	-	-
TOTAL	736	583	583	583	583	583	583

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

WorkCover WA Authority

Part 9

Attorney General; Minister for Commerce

Asset Investment Program

The Authority's total approved Asset Investment Program for 2016–17 is \$665,000. The approved projects that are planned include:

- Building Maintenance/Asset Replacement – ongoing repairs and general maintenance of the Authority's premises;
- Computer Hardware and Software – ongoing replacement and upgrade of core business systems and infrastructure; and
- Other Equipment – ongoing works to facilitate upgrades, replacement of fleet and other office equipment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Building Maintenance/Asset Replacement							
2015-16 Program.....	160	160	160	-	-	-	-
Computer Hardware and Software - 2015-16 Program.....	1,122	1,122	1,122	-	-	-	-
Other Equipment - 2015-16 Program.....	115	115	115	-	-	-	-
NEW WORKS							
Building Maintenance/Asset Replacement							
2016-17 Program.....	145	-	-	145	-	-	-
2017-18 Program.....	146	-	-	-	146	-	-
2018-19 Program.....	158	-	-	-	-	158	-
2019-20 Program.....	139	-	-	-	-	-	139
Computer Hardware and Software							
2016-17 Program.....	435	-	-	435	-	-	-
2017-18 Program.....	460	-	-	-	460	-	-
2018-19 Program.....	465	-	-	-	-	465	-
2019-20 Program.....	470	-	-	-	-	-	470
Other Equipment							
2016-17 Program.....	85	-	-	85	-	-	-
2017-18 Program.....	70	-	-	-	70	-	-
2018-19 Program.....	89	-	-	-	-	89	-
2019-20 Program.....	74	-	-	-	-	-	74
Total Cost of Asset Investment Program.....	4,133	1,397	1,397	665	676	712	683
FUNDED BY							
Internal Funds and Balances.....			1,397	665	676	712	683
Total Funding.....			1,397	665	676	712	683

Part 10

Minister for Environment; Heritage

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Parks and Wildlife			
	– Delivery of Services.....	209,694	205,594	207,450
	– Capital Appropriation.....	932	932	642
	Total.....	210,626	206,526	208,092
	Environment Regulation			
	– Delivery of Services.....	2,807	2,807	2,838
	– Capital Appropriation.....	875	875	885
	Total.....	3,682	3,682	3,723
	Botanic Gardens and Parks Authority			
	– Delivery of Services.....	14,641	14,641	14,543
	Total.....	14,641	14,641	14,543
	Office of the Environmental Protection Authority			
	– Delivery of Services.....	14,150	14,150	14,171
	– Capital Appropriation.....	194	194	106
	Total.....	14,344	14,344	14,277
	Zoological Parks Authority			
	– Delivery of Services.....	11,639	11,639	11,451
	– Capital Appropriation.....	735	735	735
	Total.....	12,374	12,374	12,186
	Heritage Council of Western Australia			
	– Delivery of Services.....	1,461	1,461	1,452
	– Capital Appropriation.....	1,000	1,000	-
	Total.....	2,461	2,461	1,452

Part 10

Minister for Environment; Heritage

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	State Heritage Office			
	– Delivery of Services.....	8,632	8,632	7,764
	Total.....	8,632	8,632	7,764
	National Trust of Australia (WA)			
	– Delivery of Services.....	3,216	3,216	3,271
	– Capital Appropriation.....	435	435	435
	Total.....	3,651	3,651	3,706
	GRAND TOTAL			
	– Delivery of Services.....	266,240	262,140	262,940
	– Capital Appropriation.....	4,171	4,171	2,803
	Total	270,411	266,311	265,743

Division 47 Parks and Wildlife

Part 10 Minister for Environment; Heritage

Appropriations, Expenses and Cash Assets

	2014-15 Actual ^(a) \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 83 Net amount appropriated to deliver services	231,847	209,136	205,036	206,877	210,248	209,853	210,603
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	540	558	558	573	582	591	600
Total appropriations provided to deliver services.....	232,387	209,694	205,594	207,450	210,830	210,444	211,203
CAPITAL							
Item 152 Capital Appropriation.....	704	932	932	642	1,692	3,027	5,120
TOTAL APPROPRIATIONS	233,091	210,626	206,526	208,092	212,522	213,471	216,323
EXPENSES							
Total Cost of Services	317,780	297,322	294,797	299,148	300,700	296,259	289,988
Net Cost of Services ^(b)	232,338	216,185	213,660	217,455	222,120	217,586	211,177
CASH ASSETS ^(c)	83,420	77,462	73,708	74,628	73,925	73,925	73,925

(a) The Swan River Trust merged with the Department from 1 July 2015. The 2014-15 Actual has been recast for comparability purposes.

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Tariffs, Fees and Charges	1,000	1,000	1,500	1,500	1,500
Joint Management Kimberley National Park and Oomeday National Park (Horizontal Falls)	-	-	950	950	950
Kimberley Science and Conservation Strategy - Marine Parks Ongoing Management	-	-	4,065	4,065	4,055
Reduction in Indexation for Non-Salary Expenses	-	(631)	(1,541)	(2,480)	-
Revised 1.5% Public Sector Wages Policy	-	(83)	(1,154)	(2,279)	(3,388)
Revisions to Own Source Revenue Estimates	(1,000)	(1,000)	(1,500)	(1,500)	(1,500)
Royalties for Regions					
Public Recreation and Joint Management Arrangements for the Ningaloo Coast.....	295	585	1,045	850	-
Roebuck Bay Marine Park.....	-	520	530	530	530
South West Native Title State Implementation.....	-	163	-	-	-
Targeted Voluntary Separation Scheme.....	(4,100)	(4,200)	(4,300)	(4,400)	(4,500)

Significant Issues Impacting the Agency

- A new Kalbarri Skywalk and National Park Tourist Infrastructure project will commence with a \$20 million total project budget, providing new sealed roads to the Loop and Z Bend tourist sites and the development of new facilities at several sites including two new lookout structures overlooking the Murchison River gorge in Kalbarri National Park.
- Implementation of the Government's Parks for People Caravan and Camping initiative will continue, directed at parks in the State's South West and Mid West with a total project budget of \$21 million. The number of low cost camping and caravan facilities in these regions is being significantly expanded to promote the State's world class parks system and help people enjoy their parks safely by providing a range of facilities and services.
- The Department will continue to prepare management plans and implement conservation actions for terrestrial and marine reserves across the State. This includes continuing to implement the Government's expanded Kimberley Science and Conservation Strategy (the Strategy) to provide the largest ever targeted investment in conservation of the Kimberley's natural assets, the protection of Aboriginal cultural heritage and rock art and the development of sustainable nature based tourism. As part of the Strategy the Government will invest an additional \$22 million over four years in establishing and managing new Kimberley national and marine parks, including the Great Kimberley Marine Park which will be the second largest coastal marine park in Australia. The Strategy is being delivered in partnership with traditional owners, community, industry and non-government organisations.
- New public recreation and joint management arrangements for the Ningaloo Coast will commence with \$6 million in total funding over four years to continue negotiation of an Indigenous Land Use Agreement, establish coordinated management of the coast and provide new and improved visitor infrastructure including roads, toilets and visitor information.
- The Department will continue to strengthen and expand its partnership approach to managing the State's terrestrial and marine parks and reserves with volunteers, private conservation organisations, Aboriginal communities and the private sector.
- The Department will continue to undertake an active fire management program in an increasingly complex operating environment, exacerbated by drying conditions in the South West of the State. Funding for prescribed burning to maximise the reduction of bushfire risk increases by \$1.4 million in 2016-17.
- Western Australia has a unique and highly significant biodiversity that faces threats and complex challenges, requiring integrated multi-disciplinary approaches to conservation and management.
- Invasive pests, weeds and diseases will continue to be managed. The Department will maintain the Western Shield fauna recovery program in partnership with industry and the community, including expansion of trials of the new Eradicator® bait for feral cats. Implementation of the Cane Toad Strategy will continue, to manage the impact of cane toads on native wildlife.
- Priority will be given to assisting with Parliamentary and public consideration of the Biodiversity Conservation Bill 2015 which is intended to replace the *Wildlife Conservation Act 1950* and *Sandalwood Act 1929*.
- The State's forests will continue to be managed to conserve plants and animals, protect water catchments, for recreation and tourism, for a sustainable timber industry, for mining and for other public uses. This will be done under the framework of the Forest Management Plan 2014-2023. Further research, monitoring and reporting will be conducted. This includes completion of the third five-yearly progress report on implementation of the Regional Forest Agreement for the South West Forest Region.
- The Department will continue to contribute to the State Government's Strategic Assessment of the Perth and Peel Regions which seeks upfront environmental approval for development under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999*, and State *Environmental Protection Act 1986*. The strategic assessment aims to promote more efficient environmental assessment and improve environmental outcomes in the Perth and Peel regions as it expands over the next 30 years to accommodate 3.5 million people. The draft plan released for public comment in late 2015 includes a number of commitments for protection of bushland, rivers and wetlands including 170,000 hectares of new and expanded conservation reserves in the Perth and Peel regions and immediate surrounds.

- Integration of the operations of the Swan River Trust and the Department have been successfully completed and in place since July 2015. Extra funding has accelerated major shoreline restoration projects in partnership with adjoining foreshore land managers. The release of the Swan Canning River Protection Strategy in 2015 will provide the basis for improved coordination of efforts across Government in managing and protecting the Riverpark.
- Planning for the development of the Department's headquarters in Bunbury is well advanced. The project will initially see 100 jobs relocated to Bunbury and will be one of the most significant long-term economic investments by the Government in 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 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.	Community enjoyment of the State's national parks, marine parks, State forest and other reserves.	1. Provision of Parks and Visitor Services
	The State's native plants and animals are conserved and habitat, ecosystem and landscape-scale conservation are based on best practice science.	2. Conserving Habitats, Species and Ecological Communities 3. Conservation Partnerships
	The State's plants and animals and the lands and waters under the Department's care are managed for tourism, water and wood production, and other approved uses.	4. Forest Management Plan Implementation 5. Provision of Services for Commercial Forestry
	Lands under the Department's care are managed to protect communities, visitors and built and natural assets from bushfire damage and planned fire is used to achieve other land, forest and wildlife management objectives.	6. Prescribed Burning and Fire Management 7. Bushfire Suppression
	The ecological health and community benefit of the Swan and Canning rivers is protected.	8. Protection of the Swan and Canning Rivers System

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Provision of Parks and Visitor Services	85,676	81,379	82,304	85,225	89,091	82,126	84,646
2. Conserving Habitats, Species and Ecological Communities.....	80,009	73,044	72,990	72,780	72,406	75,442	71,789
3. Conservation Partnerships	22,818	32,952	29,652	29,738	29,249	29,272	29,286
4. Forest Management Plan Implementation ...	15,077	13,512	13,116	13,157	13,206	13,135	13,241
5. Provision of Services for Commercial Forestry	11,142	10,346	10,346	10,346	10,350	10,354	10,366
6. Prescribed Burning and Fire Management	32,720	37,560	37,860	39,218	39,618	39,741	34,404
7. Bushfire Suppression.....	54,978	31,791	31,791	31,757	31,768	31,779	31,801
8. Protection of the Swan and Canning Rivers System	15,360	16,738	16,738	16,927	15,012	14,410	14,455
Total Cost of Services	317,780	297,322	294,797	299,148	300,700	296,259	289,988

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Community enjoyment of the State's national parks, marine parks, State forest and other reserves:					
Average level of visitor satisfaction with their visit.....	87.9%	85%	88.1%	85%	
Outcome: The State's native plants and animals are conserved and habitat, ecosystem and landscape-scale conservation are based on best practice science:					
Proportion of critically endangered and endangered taxa and ecological communities that have a recovery plan.....	68.9%	69%	70.8%	71%	
Outcome: The State's plants and animals and the lands and waters under the Department's care are managed for tourism, water and wood production, and other approved uses:					
Cumulative removal of jarrah sawlogs by approved harvesting operations compared to limits in the Forest Management Plan.....	71,195m ³	264,000m ³	170,063m ³	396,000m ³	1
Cumulative removal of karri sawlogs by approved harvesting operations compared to limits in the Forest Management Plan.....	40,580m ³	118,000m ³	85,509m ³	177,000m ³	1
Outcome: Lands under the Department's care are managed to protect communities, visitors and built and natural assets from bushfire damage and planned fire is used to achieve other land, forest and wildlife management objectives:					
Proportion of South West bushfires contained to less than two hectares.....	70%	75%	69%	75%	
Proportion of planned Priority 1 prescribed burns achieved	42%	50%	51%	55%	2
Outcome: The ecological health and community benefit of the Swan and Canning rivers is protected:					
Proportion of river ecosystem health targets achieved.....	58%	55%	58%	58%	

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

Explanation of Significant Movements

(Notes)

- The 2014-15 Actual is the cumulative removal over the first year of the 2014-2023 Forest Management Plan, which commenced on 1 January 2014. The 2015-16 Budget is 20% (or two years equivalent) of the cumulative 10 year limit in the 2014-2023 Forest Management Plan. The 2015-16 Estimated Actual removals are lower than the pro-rata limit reflecting market conditions. The 2016-17 Budget Target is 30% of the cumulative 10 year limit in the 2014-2023 Forest Management Plan.
- Plans are prepared for more burns than can actually be achieved, to provide flexibility in the selection of burns to be implemented under prevailing weather and fuel conditions. The 2016-17 Budget Target is higher than previous years reflecting the provision of additional funds that are anticipated to allow an increased level of prescribed burning to be achieved.

Services and Key Efficiency Indicators

1. Provision of Parks and Visitor Services

Working with the community and volunteers to facilitate public involvement, visitation and appreciation of the natural and cultural environment on lands and waters managed by the Department.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 85,676	\$'000 81,379	\$'000 82,304	\$'000 85,225	
Less Income	29,283	27,579	30,379	30,939	
Net Cost of Service.....	56,393	53,800	51,925	54,286	
Employees (Full Time Equivalents).....	396	410	388	391	
Efficiency Indicators					
Average Cost per Hectare of Parks	\$3.00	\$2.85	\$2.88	\$2.99	

2. Conserving Habitats, Species and Ecological Communities

Developing and implementing programs for the conservation of biodiversity.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 80,009	\$'000 73,044	\$'000 72,990	\$'000 72,780	
Less Income	8,226	6,463	6,963	6,963	
Net Cost of Service.....	71,783	66,581	66,027	65,817	
Employees (Full Time Equivalents).....	476	430	430	428	
Efficiency Indicators					
Average Cost per Hectare of Wildlife Habitat.....	\$2.80	\$2.55	\$2.56	\$2.55	

3. Conservation Partnerships

Working with the community, industry, traditional owners and other stakeholders to deliver conservation outcomes.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 22,818	\$'000 32,952	\$'000 29,652	\$'000 29,738	
Less Income	23,172	33,518	30,218	30,304	
Net Cost of Service.....	(354)	(566)	(566)	(566)	
Employees (Full Time Equivalents).....	98	103	90	87	
Efficiency Indicators					
Average Cost per Hectare of Wildlife Habitat.....	\$0.80	\$1.15	\$1.04	\$1.04	

4. Forest Management Plan Implementation

Managing State forests in accordance with the approved Forest Management Plan.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 15,077	\$'000 13,512	\$'000 13,116	\$'000 13,157	
Less Income	4,742	3,448	3,448	3,448	
Net Cost of Service.....	10,335	10,064	9,668	9,709	
Employees (Full Time Equivalents).....	104	90	90	88	
Efficiency Indicators					
Average Cost per Hectare of Forest.....	\$11.67	\$10.46	\$10.15	\$10.18	

5. Provision of Services for Commercial Forestry

Undertaking works and services that directly support forest production activities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 11,142	\$'000 10,346	\$'000 10,346	\$'000 10,346	
Less Income	4,815	3,111	3,111	3,111	
Net Cost of Service.....	6,327	7,235	7,235	7,235	
Employees (Full Time Equivalents).....	63	55	55	54	
Efficiency Indicators					
Average Cost per Hectare of Forest Available for Timber Harvesting.....	\$11.62	\$10.78	\$10.79	\$10.79	

6. Prescribed Burning and Fire Management

Delivering prescribed burning and fire management to protect the community and enhance natural values.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 32,720	\$'000 37,560	\$'000 37,860	\$'000 39,218	
Less Income	346	230	230	230	
Net Cost of Service.....	32,374	37,330	37,630	38,988	
Employees (Full Time Equivalents).....	193	240	200	210	
Efficiency Indicators					
Average Cost per Hectare Burnt.....	\$15.40	\$10.86	\$63.10	\$15.69	1

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual Average Cost per Hectare Burnt is unusually high due to 'early dry season' prescribed burning in the Kimberley region being lower than anticipated, due to lower rainfalls experienced in the 2015-16 wet season.

7. Bushfire Suppression

Suppressing bushfires that threaten or occur on lands managed by the Department.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 54,978	\$'000 31,791	\$'000 31,791	\$'000 31,757	
Less Income	10,520	3,028	3,028	3,028	
Net Cost of Service	44,458	28,763	28,763	28,729	
Employees (Full Time Equivalents).....	151	130	150	140	
Efficiency Indicators					
Average Cost per Hectare Burnt.....	\$21.39	\$14.39	\$17.66	\$15.88	

8. Protection of the Swan and Canning Rivers System

Managing the Swan Canning Riverpark including assessing development proposals and delivering environmental management programs.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 15,360	\$'000 16,738	\$'000 16,738	\$'000 16,927	
Less Income	4,338	3,760	3,760	3,670	
Net Cost of Service	11,022	12,978	12,978	13,257	
Employees (Full Time Equivalents).....	52	52	52	52	
Efficiency Indicators					
Average Cost per Hectare of Managing the Swan Canning Riverpark.....	\$2.16	\$2.35	\$2.29	\$2.31	

Asset Investment Program

The Department will continue with its investment in the park improvement program, fire related bridges, firefighting fleet, conservation land acquisition, plant and equipment, and tourism road improvements to conserve natural areas, provide protection for surrounding communities, and to provide opportunities for sustainable nature-based tourism.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Bunbury Headquarters and Public Access Facilities ^(a)	18,000	650	650	4,580	7,000	5,770	-
Park Improvement Program							
Parks for People Caravan and Camping ^(a)	21,053	16,230	9,250	4,773	50	-	-
Great Kimberley Marine Park ^(a)	2,740	1,330	80	1,410	-	-	-
Kalbarri Skywalk and National Park Tourist Infrastructure ^(a)	20,033	1,525	1,525	18,183	325	-	-
Kimberley Tourism Initiatives ^(a)	3,125	2,283	400	842	-	-	-
Public Recreation and Joint Management Arrangements for the Ningaloo Coast ^(a)	3,125	50	50	150	1,355	1,570	-
COMPLETED WORKS							
Conservation Land Acquisition - 2015-16 Program	290	290	290	-	-	-	-
Conservation Parks Infrastructure and Roads ^(a)	19,977	19,977	1,822	-	-	-	-
Fire Related Bridge Maintenance and Replacement 2015-16 Program	1,639	1,639	1,639	-	-	-	-
Firefighting Fleet Replacement - 2015-16 Program	2,200	2,200	2,200	-	-	-	-
Park Improvement							
2015-16 Program	3,350	3,350	3,350	-	-	-	-
Gnangara Park Development - 2015-16 Program	400	400	400	-	-	-	-
Ngari Capes Marine Parks ^(a)	779	779	301	-	-	-	-
Torndirrup National Park Visitor Infrastructure ^(a)	1,200	1,200	1,200	-	-	-	-
Plant and Equipment							
2015-16 Program	3,423	3,423	3,423	-	-	-	-
Plant and Equipment for the Swan Canning Riverpark 2015-16 Program	251	251	251	-	-	-	-
Tourism Road Improvement - 2015-16 Program	1,455	1,455	1,455	-	-	-	-
NEW WORKS							
Conservation Land Acquisition							
2016-17 Program	305	-	-	305	-	-	-
2017-18 Program	320	-	-	-	320	-	-
2018-19 Program	340	-	-	-	-	340	-
2019-20 Program	360	-	-	-	-	-	360
Fire Related Bridge Maintenance and Replacement							
2016-17 Program	1,688	-	-	1,688	-	-	-
2017-18 Program	1,739	-	-	-	1,739	-	-
2018-19 Program	1,791	-	-	-	-	1,791	-
2019-20 Program	1,845	-	-	-	-	-	1,845
Firefighting Fleet Replacement							
2016-17 Program	2,200	-	-	2,200	-	-	-
2017-18 Program	2,200	-	-	-	2,200	-	-
2018-19 Program	2,200	-	-	-	-	2,200	-
2019-20 Program	2,200	-	-	-	-	-	2,200
Park Improvement							
2016-17 Program	3,550	-	-	3,550	-	-	-
2017-18 Program	3,700	-	-	-	3,700	-	-
2018-19 Program	3,900	-	-	-	-	3,900	-
2019-20 Program	4,100	-	-	-	-	-	4,100
Gnangara Park Development							
2016-17 Program	400	-	-	400	-	-	-
2017-18 Program	400	-	-	-	400	-	-
2018-19 Program	400	-	-	-	-	400	-
2019-20 Program	400	-	-	-	-	-	400
Kimberley Science and Conservation Strategy							
Kimberley National Park and Oomeday National Park (Horizontal Falls)	150	-	-	-	50	50	50
Marine Parks	290	-	-	-	120	120	50
Roebuck Bay Marine Park ^(a)	590	-	-	30	270	270	20
New Kimberley National Parks ^(a)	1,030	-	-	1,030	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Plant and Equipment							
2016-17 Program.....	2,901	-	-	2,901	-	-	-
2017-18 Program.....	3,807	-	-	-	3,807	-	-
2018-19 Program.....	4,796	-	-	-	-	4,796	-
2019-20 Program.....	6,685	-	-	-	-	-	6,685
Plant and Equipment for the Swan Canning Riverpark							
2016-17 Program.....	51	-	-	51	-	-	-
2017-18 Program.....	432	-	-	-	432	-	-
2018-19 Program.....	189	-	-	-	-	189	-
2019-20 Program.....	47	-	-	-	-	-	47
Tourism Road Improvement							
2016-17 Program.....	1,500	-	-	1,500	-	-	-
2017-18 Program.....	1,650	-	-	-	1,650	-	-
2018-19 Program.....	1,750	-	-	-	-	1,750	-
2019-20 Program.....	1,850	-	-	-	-	-	1,850
Total Cost of Asset Investment Program.....	164,796	57,032	28,286	43,593	23,418	23,146	17,607
FUNDED BY							
Capital Appropriation			932	642	1,692	3,027	5,120
Asset Sales.....			580	500	578	500	500
Drawdowns from the Holding Account.....			8,646	8,503	9,098	8,859	8,717
Internal Funds and Balances.....			7,583	3,317	3,050	3,150	3,250
Drawdowns from Royalties for Regions Fund ^(b)			10,545	30,631	9,000	7,610	20
Total Funding.....			28,286	43,593	23,418	23,146	17,607

(a) Funded from the Royalties for Regions Fund.

(b) Regional Infrastructure and Headworks Fund and Regional Community Services Fund.

Financial Statements

Income Statement

Expenses

The Total Cost of Services is estimated to increase from \$294.8 million in 2015-16 to \$299.1 million in 2016-17. This represents a \$4.3 million overall increase primarily due to increased expenses for the management of National and Marine Parks in the Kimberley Region (\$2.4 million) and prescribed burning (\$1.4 million).

Income

The Department's income from the Royalties for Regions Fund is estimated to increase from \$7.6 million in 2015-16 to \$12 million in 2016-17. This represents a \$4.4 million overall increase primarily for National and Marine Park projects including an enhanced prescribed burning program.

The Department's surpluses across the forward estimates will assist in funding the Asset Investment Program.

Statement of Financial Position

The largest asset for the Department is land held for conservation and multiple uses and is reported within the category, property, plant and equipment. Restricted cash represents the majority of the Department's cash holdings and is utilised for specific purpose accounts funded by external parties.

Statement of Cashflows

Purchase of non-current assets is estimated to increase from \$28.3 million in 2015-16 to \$43.6 million in 2016-17. The overall increase of \$15.3 million is due primarily to increased expenditure on the Kalbarri Skywalk and National Park Tourist Infrastructure project (\$16.7 million), the new Bunbury Headquarters building project (\$3.9 million) partially offset by a \$4.5 million reduction for the Parks for People Caravan and Camping project in 2016-17.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	178,000	184,566	179,251	181,337	182,648	183,388	182,354
Grants and subsidies ^(c)	7,541	6,482	6,482	6,359	4,450	3,950	3,950
Supplies and services	86,310	63,805	66,595	68,971	70,973	66,292	61,320
Accommodation	5,240	5,471	5,471	5,361	5,361	5,361	5,361
Depreciation and amortisation	26,094	19,908	19,908	19,874	19,874	19,874	19,874
Other expenses	14,595	17,090	17,090	17,246	17,394	17,394	17,129
TOTAL COST OF SERVICES	317,780	297,322	294,797	299,148	300,700	296,259	289,988
Income							
Sale of goods and services	29,979	19,723	19,723	19,893	20,012	20,071	20,109
Grants and subsidies	26,015	30,657	30,657	30,733	26,823	26,835	26,835
Other revenue	29,448	30,757	30,757	31,067	31,745	31,767	31,867
Total Income	85,442	81,137	81,137	81,693	78,580	78,673	78,811
NET COST OF SERVICES	232,338	216,185	213,660	217,455	222,120	217,586	211,177
INCOME FROM STATE GOVERNMENT							
Service appropriations	232,387	209,694	205,594	207,450	210,830	210,444	211,203
Resources received free of charge	1,009	1,493	1,493	1,493	1,493	1,493	1,493
Assets not previously recognised	1,110	-	-	-	-	-	-
Royalties for Regions Fund: Regional Community Services Fund	4,792	7,313	7,643	11,950	11,950	8,527	1,459
TOTAL INCOME FROM STATE GOVERNMENT	239,298	218,500	214,730	220,893	224,273	220,464	214,155
SURPLUS/(DEFICIENCY) FOR THE PERIOD	6,960	2,315	1,070	3,438	2,153	2,878	2,978

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 1,533, 1,455 and 1,450 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Shire of Ravensthorpe (Hamersley Inlet Campground Facilities)	1,339	-	-	-	-	-	-
Swan and Canning Rivers Management	6,187	5,152	5,152	5,340	4,450	3,950	3,950
Western Australian Museum (Species Identification in the Pilbara)	-	1,330	1,330	1,019	-	-	-
Other	15	-	-	-	-	-	-
TOTAL	7,541	6,482	6,482	6,359	4,450	3,950	3,950

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	4,895	6,072	6,388	5,685	4,982	4,982	4,982
Restricted cash	78,525	69,871	66,808	67,531	66,631	65,731	64,831
Holding account receivables	8,646	8,503	8,503	9,098	8,859	8,717	-
Receivables	14,526	10,398	14,505	14,500	14,500	14,500	14,500
Other	9,535	7,085	7,067	6,567	6,567	6,567	6,567
Total current assets	116,127	101,929	103,271	103,381	101,539	100,497	90,880
NON-CURRENT ASSETS							
Holding account receivables	122,813	134,218	134,218	144,994	156,009	167,166	187,040
Property, plant and equipment	3,125,670	3,713,217	3,130,348	3,153,567	3,156,611	3,159,383	3,156,616
Restricted cash	-	1,519	512	1,412	2,312	3,212	4,112
Total non-current assets	3,248,483	3,848,954	3,265,078	3,299,973	3,314,932	3,329,761	3,347,768
TOTAL ASSETS	3,364,610	3,950,883	3,368,349	3,403,354	3,416,471	3,430,258	3,438,648
CURRENT LIABILITIES							
Employee provisions	26,467	25,765	26,509	26,551	26,563	26,575	26,587
Payables	1,866	5,969	3,379	3,379	3,379	3,379	3,379
Other	14,640	9,066	10,986	11,238	11,498	11,758	12,018
Total current liabilities	42,973	40,800	40,874	41,168	41,440	41,712	41,984
NON-CURRENT LIABILITIES							
Employee provisions	9,174	9,375	9,174	9,174	9,174	9,174	9,174
Total non-current liabilities	9,174	9,375	9,174	9,174	9,174	9,174	9,174
TOTAL LIABILITIES	52,147	50,175	50,048	50,342	50,614	50,886	51,158
EQUITY							
Contributed equity	2,913,998	2,999,808	2,920,035	2,951,308	2,962,000	2,972,637	2,977,777
Accumulated surplus/(deficit)	107,455	20,514	108,525	111,963	114,116	116,994	119,972
Reserves	291,010	880,386	289,741	289,741	289,741	289,741	289,741
Total equity	3,312,463	3,900,708	3,318,301	3,353,012	3,365,857	3,379,372	3,387,490
TOTAL LIABILITIES AND EQUITY	3,364,610	3,950,883	3,368,349	3,403,354	3,416,471	3,430,258	3,438,648

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	212,483	189,786	185,686	187,576	190,956	190,570	191,329
Capital appropriation.....	704	932	932	642	1,692	3,027	5,120
Holding account drawdowns.....	9,554	8,646	8,646	8,503	9,098	8,859	8,717
Royalties for Regions Fund:							
Regional Community Services Fund.....	13,195	14,344	14,813	19,818	13,625	10,367	1,479
Regional Infrastructure and Headworks Fund.....	2,524	2,450	3,375	22,763	7,325	5,770	-
Net cash provided by State Government.....	238,460	216,158	213,452	239,302	222,696	218,593	206,645
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(178,103)	(188,212)	(182,897)	(181,065)	(182,376)	(183,116)	(182,082)
Grants and subsidies.....	(7,485)	(5,882)	(5,882)	(5,759)	(4,450)	(3,950)	(3,950)
Supplies and services.....	(67,496)	(47,918)	(50,708)	(53,084)	(54,980)	(50,299)	(45,327)
Accommodation.....	(5,257)	(5,469)	(5,469)	(5,359)	(5,359)	(5,359)	(5,359)
Other payments.....	(51,281)	(42,886)	(42,886)	(43,042)	(43,223)	(43,223)	(42,958)
Receipts ^(b)							
Grants and subsidies.....	26,998	30,657	30,657	30,733	26,823	26,835	26,835
Sale of goods and services.....	25,276	19,723	19,723	19,893	20,012	20,071	20,109
GST receipts.....	13,046	11,327	11,327	11,327	11,327	11,327	11,327
Other receipts.....	31,474	30,677	30,677	31,067	31,667	31,767	31,867
Net cash from operating activities.....	(212,828)	(197,983)	(195,458)	(195,289)	(200,559)	(195,947)	(189,538)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(25,598)	(22,489)	(28,286)	(43,593)	(23,418)	(23,146)	(17,607)
Proceeds from sale of non-current assets.....	948	580	580	500	578	500	500
Net cash from investing activities.....	(24,650)	(21,909)	(27,706)	(43,093)	(22,840)	(22,646)	(17,107)
NET INCREASE/(DECREASE) IN CASH HELD	982	(3,734)	(9,712)	920	(703)	-	-
Cash assets at the beginning of the reporting period.....	83,145	81,196	83,420	73,708	74,628	73,925	73,925
Net cash transferred to/from other agencies....	(707)	-	-	-	-	-	-
Cash assets at the end of the reporting period	83,420	77,462	73,708	74,628	73,925	73,925	73,925

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Grants and Subsidies	26,998	30,657	30,657	30,733	26,823	26,835	26,835
Sale of Goods and Services							
Sale of Goods and Services	25,276	19,723	19,723	19,893	20,012	20,071	20,109
GST Receipts							
GST Input Credits	7,554	5,827	5,827	5,827	5,827	5,827	5,827
GST Receipts on Sales	5,492	5,500	5,500	5,500	5,500	5,500	5,500
Other Receipts							
Other Receipts	29,187	27,689	28,689	29,079	29,679	29,779	29,879
Interest Received	2,287	2,988	1,988	1,988	1,988	1,988	1,988
TOTAL	96,794	92,384	92,384	93,020	89,829	90,000	90,138

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Royalties							
Fauna Royalties	41	60	60	60	60	60	60
Fines							
Receipts from Regulatory Fees and Fines ...	37	30	30	30	30	30	30
TOTAL ADMINISTERED INCOME	78	90	90	90	90	90	90
EXPENSES							
Other							
Receipts Paid into the Consolidated Account	78	90	90	90	90	90	90
TOTAL ADMINISTERED EXPENSES	78	90	90	90	90	90	90

Division 48 Environment Regulation

Part 10 Minister for Environment; Heritage

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 84 Net amount appropriated to deliver services	2,453	2,517	2,517	2,540	2,540	2,540	2,540
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	281	290	290	298	298	298	298
Total appropriations provided to deliver services.....	2,734	2,807	2,807	2,838	2,838	2,838	2,838
CAPITAL							
Item 153 Capital Appropriation.....	865	875	875	885	885	885	885
TOTAL APPROPRIATIONS	3,599	3,682	3,682	3,723	3,723	3,723	3,723
EXPENSES							
Total Cost of Services.....	62,815	79,383	79,393	71,150	72,565	73,533	73,535
Net Cost of Services ^(a)	(26,553)	(54,895)	(17,432)	(28,765)	(35,082)	(35,080)	(35,078)
CASH ASSETS ^(b)	41,967	27,812	36,214	32,470	30,544	28,618	26,692

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Waste Avoidance and Resource Recovery Account	-	(8,750)	(8,000)	(8,000)	(8,000)

Significant Issues Impacting the Agency

- During 2015-16, the Department refocussed on its Environmental Regulatory Reform Program (the Reform Program). The Department developed and published its new framework and guidance material for discharging its functions under Part V of the *Environmental Protection Act 1986* (the Act). As part of the Reform Program, the Department has undertaken significant consultation with stakeholders in developing the framework and guidance. The Reform Program is ongoing and further guidance will be developed and published throughout 2016-17.
- As part of the changes made through reform, existing industries can now seek approval for material changes to their premises through a licence amendment, with works approvals only required to construct new premises. The Department has also given effect to its guidance statement on licence duration by amending the expiry dates for most licences, to increase their duration to up to 20 years. This program has already resulted in a reduced administrative burden for both industry and the Department, with further efficiencies anticipated as reform progresses.
- Amendments to the Act have been drafted to facilitate the bilateral agreement which accredit the Department's clearing permit assessment and the Environmental Protection Authority's assessment process for matters of national environmental significance under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999*.
- Following the increase in the Landfill Levy (the Levy) from 1 January 2015, the State Government is delivering major programs using the Waste Avoidance and Resource Recovery (WARR) Account funds generated from the Levy (including \$20 million to the Better Bins Program to improve local government kerbside waste systems, and \$10 million to the Recycled Construction Products Program to promote the use of recycled materials in civil construction projects). These and other programs support the achievement of recycling targets in the Government's Waste Strategy: Creating the Right Environment.
- The Department's illegal dumping program has been established to provide dedicated enforcement capacity to address illegal dumping across the State. The program focuses on fostering key strategic partnerships with local governments to provide support and training in investigative strategies and techniques, covert surveillance and enforcement.
- The Light Industry Program (the program), a joint initiative with the Department of Parks and Wildlife, is aimed at reducing the contaminants from non-residential land uses - light industrial and commercial activities - to groundwater and drainage systems in the priority Swan and Canning River catchments. The program focuses on working with local governments to increase capability to regulate light industry and establish a consistent approach to light industry regulation across local government boundaries. In 2016-17, the program will continue to deliver targeted inspections in conjunction with local government.
- The Department is reviewing the Environmental Protection (Controlled Waste) Regulations to streamline processes for the regulation of the transportation of controlled wastes. This review complements amendments that were undertaken in 2014 to provide greater clarity for industry.
- The forward projections for revenue generated from the Levy are estimated to decrease from 2016-17 and across the forward estimates. The reduced Levy income is a result of a decrease in disposal to landfill and an increase in the stockpiling of construction and demolition inert waste. This has resulted in reduced receipts to and payments from the WARR Account.

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
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.	Emissions and discharges met acceptable criteria.	1. Environmental Regulation
	Development and implementation of strategic policy and legislation that promoted sustainable environmental outcomes.	2. Environment Policy
	Waste avoided and the recovery of materials from landfill maximised.	3. Waste Strategies

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Environmental Regulation	40,239	39,620	39,857	40,954	41,618	42,307	42,324
2. Environment Policy	8,373	10,198	8,132	6,999	6,078	6,178	6,173
3. Waste Strategies.....	14,203	29,565	31,404	23,197	24,869	25,048	25,038
Total Cost of Services	62,815	79,383	79,393	71,150	72,565	73,533	73,535

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Emissions and discharges met acceptable criteria:					
Percentage of major resource project works approvals and licences applications decided within 60 working days.....	82%	100%	96%	100%	1
Percentage of other project works approvals and licences applications decided within 60 working days	81%	80%	82%	80%	
Percentage of native vegetation clearing permit applications decided within 60 calendar days.....	61%	80%	43%	80%	2
Percentage of investigations finalised within 60 working days.....	91%	80%	95%	80%	
Outcome: Development and implementation of strategic policy and legislation that promoted sustainable environmental outcomes:					
Percentage of advice and recommendations that met Ministerial approval, without the need for significant modification.....	99.6%	95%	98.8%	95%	
Outcome: Waste avoided and the recovery of materials from landfill maximised:					
Percentage of Municipal Solid Waste reported as diverted from landfill through recycling compared to waste strategy target in the Perth Metropolitan Region.....	41%	50%	40%	50%	3
Percentage of Commercial and Industrial Waste reported as diverted from landfill through recycling compared to the state-wide waste strategy target.....	45%	55%	52%	55%	4
Percentage of Construction and Demolition Waste reported as diverted from landfill through recycling compared to the state-wide waste strategy target.....	38%	60%	42%	60%	5

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

Explanation of Significant Movements

(Notes)

1. Implementation of reforms in industry regulation coupled with an increased focus on assessment timeframes has resulted in improvements in timeliness of major projects decisions.
2. A large number of open native vegetation clearing permit applications were carried over from 2014-15 and this backlog, in addition to the continuing high numbers of new permit applications during 2015-16, led to longer decision-making timeframes and reduced performance overall. The Department has recently reprioritised resources in order to address the backlog.
3. The diversion rates for the 2014-15 Actual use the most recent and accurate data available. The data for the 2015-16 Estimated Actual are based on reported 2014-15 data.

Diversion rates for 'municipal solid waste' in the Perth Metropolitan Region declined slightly while the amount of landfilling increased slightly. Lower municipal solid waste diversion rates in 2014-15 were likely impacted by a decrease in organics processing capacity and the temporary cessation of kerbside recycling services in the City of Stirling. The City of Stirling recommenced its kerbside recycling service in July 2015.

4. Increased diversion in the 'Commercial and Industrial' sector in 2014-15 reflects a significant reduction in the amount landfilled, while the Recycling Activity Review shows that the amount recovered increased slightly.
5. Diversion rates for 'Construction and Demolition' waste in 2014-15 reflect a significant reduction in landfilling combined with a slight increase in the amount recovered.

'Construction and Demolition' waste (processed and unprocessed) has been stockpiled since the second half of 2014-15 in response to Landfill Levy increases. A significant proportion of these materials has the potential to be recovered and may be included in reporting for future periods. Forecast decreases in Landfill Levy revenue are consistent with observed changes in industry practice in processing and storage of materials.

Services and Key Efficiency Indicators

1. Environmental Regulation

Regulate activities with potential impacts on the environment.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	40,239	39,620	39,857	40,954	
Less Income	28,848	29,429	28,075	29,165	
Net Cost of Service	11,391	10,191	11,782	11,789	
Employees (Full Time Equivalents).....	232	260	241	241	1
Efficiency Indicators					
Average Cost per Works Approval and Licence Application.....	\$41,626	\$39,031	\$18,294	\$19,823	2
Average Cost per Native Vegetation Clearing Permit Application.....	\$6,865	\$5,689	\$7,164	\$7,296	3

Explanation of Significant Movements

(Notes)

1. Variances between the 2015-16 Budget and the 2015-16 Estimated Actual are largely due to reallocation between services based on actual activity.
2. The Average Cost per Works Approval and Licence Application is calculated by dividing the total cost of Works Approval and Licence services by the total number of applications decided.

Due to the change in method of calculation to include licence amendments, there has been a reduction in the Average Cost per Works Approval and Licence Application.

3. The Average Cost per Native Vegetation Clearing Permit Application is calculated by dividing the total cost of Native Vegetation activities by the total number of applications decided. The Average Cost 2015-16 Estimated Actual and 2016-17 Budget Target increase over the 2015-16 Budget arises mainly due to higher costs with fewer clearing permit applications expected to be received and determined.

2. Environment Policy

Develop and implement policies and strategies that promote environmental outcomes.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	8,373	10,198	8,132	6,999	
Less Income	-	-	-	-	
Net Cost of Service	8,373	10,198	8,132	6,999	
Employees (Full Time Equivalents).....	40	47	39	39	1
Efficiency Indicators					
Average Cost per Hour of Policy Advice and Recommendations	\$93	\$100	\$100	\$103	

Explanation of Significant Movements

(Notes)

1. Variances between the 2015-16 Budget and the 2015-16 Estimated Actual are largely due to reallocation between services based on actual activity.

3. Waste Strategies

Reduce the environmental impact of waste.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	14,203	29,565	31,404	23,197	1
Less Income	60,520	104,849	68,750	70,750	2
Net Cost of Service.....	(46,317)	(75,284)	(37,346)	(47,553)	
Employees (Full Time Equivalents).....	33	33	60	60	3
Efficiency Indicators					
Cost of Landfill Levy Compliance as a Percentage of Landfill Levy Income Collected.....	2.7%	1.4%	2.8%	3%	4

Explanation of Significant Movements

(Notes)

- In 2015-16, additional Full Time Equivalents (FTEs) from within the agency were utilised on various waste strategies, including illegal dumping. This increase in FTEs has caused a corresponding increase in costs.

For the 2016-17 Budget Target, the Total Cost of Service is reduced due to lower grants expenditure by the Waste Authority. This is as a consequence of lower budgeted Landfill Levy collections.
- Income is lower compared to the 2015-16 Budget due to a projected decrease in the Landfill Levy revenues, at least 25% of which is allocated to the Waste Avoidance and Resource Recovery Account.
- Variances between the 2015-16 Budget and the 2015-16 Estimated Actual are largely due to reallocation between services based on actual activity.
- The Cost of Landfill Levy Compliance as a Percentage of Landfill Levy Income Collected has increased between the 2015-16 Budget and 2016-17 Budget Target due to increased compliance resourcing against an estimated reduction in Landfill Levy income.

Asset Investment Program

The Department's Asset Investment Program reflects minor investment in plant and equipment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Plant and Equipment - 2015-16 Program.....	875	875	875	-	-	-	-
NEW WORKS							
Plant and Equipment							
2016-17 Program.....	885	-	-	885	-	-	-
2017-18 Program.....	885	-	-	-	885	-	-
2018-19 Program.....	885	-	-	-	-	885	-
2019-20 Program.....	885	-	-	-	-	-	885
Total Cost of Asset Investment Program.....	4,415	875	875	885	885	885	885
FUNDED BY							
Capital Appropriation			875	885	885	885	885
Total Funding.....			875	885	885	885	885

Financial Statements

Income Statement

Expenses

The Total Cost of Services is estimated to decrease by \$8.2 million (10.4%) between the 2015-16 Budget and 2016-17 Budget Estimate, mainly due to decreases in Waste Avoidance and Resource Recovery (WARR) Account grants and Low Emissions Energy Development Fund grants.

Income

Landfill Levy income is estimated to decrease by \$34 million (32.7%) between the 2015-16 Budget and the 2016-17 Budget Estimate. The decrease in the levy has been driven mainly by lower amounts of inert waste being processed to landfill.

At least 25% of this income is credited to the WARR Account to fund waste initiatives.

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	33,909	37,928	37,938	38,329	38,332	38,334	38,336
Grants and subsidies ^(c)	12,800	24,122	24,122	14,010	14,492	14,492	14,492
Supplies and services	6,652	7,953	7,953	9,298	10,228	11,194	11,194
Accommodation	4,863	4,900	4,900	5,010	5,010	5,010	5,010
Depreciation and amortisation	686	433	433	433	433	433	433
Other expenses.....	3,905	4,047	4,047	4,070	4,070	4,070	4,070
TOTAL COST OF SERVICES	62,815	79,383	79,393	71,150	72,565	73,533	73,535
Income							
Sale of goods and services.....	5,145	4,108	4,108	4,108	4,108	4,108	4,108
Regulatory fees and fines.....	23,309	25,420	23,967	25,057	26,789	27,755	27,755
Grants and subsidies.....	83	-	-	-	-	-	-
Landfill Levy.....	59,403	104,000	68,000	70,000	76,000	76,000	76,000
Other revenue.....	1,428	750	750	750	750	750	750
Total Income.....	89,368	134,278	96,825	99,915	107,647	108,613	108,613
NET COST OF SERVICES	(26,553)	(54,895)	(17,432)	(28,765)	(35,082)	(35,080)	(35,078)
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	2,734	2,807	2,807	2,838	2,838	2,838	2,838
Resources received free of charge	961	130	130	130	130	130	130
Royalties for Regions Fund:							
Regional Community Services Fund	84	-	62	53	54	56	58
Regional Infrastructure and Headworks Fund	-	52	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	3,779	2,989	2,999	3,021	3,022	3,024	3,026
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	30,332	57,884	20,431	31,786	38,104	38,104	38,104

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 305, 340 and 340 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Contaminated Sites Management Account							
Grants.....	2,438	662	662	442	442	442	442
Low Emissions Energy Development Fund.....	1,823	2,360	2,360	1,018	-	-	-
Waste Avoidance and Resource Recovery Account.....	8,539	21,100	21,100	12,550	14,050	14,050	14,050
TOTAL	12,800	24,122	24,122	14,010	14,492	14,492	14,492

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	4,001	9,351	2,671	1,369	1,111	1,111	1,111
Restricted cash	37,966	18,206	33,401	30,835	29,043	26,993	24,944
Receivables	1,016	1,845	1,016	1,016	1,016	1,016	1,016
Other.....	18,327	12,028	18,327	18,327	18,327	18,327	18,327
Total current assets	61,310	41,430	55,415	51,547	49,497	47,447	45,398
NON-CURRENT ASSETS							
Holding account receivables.....	866	1,299	1,299	1,732	2,165	2,598	3,031
Property, plant and equipment.....	2,240	3,829	2,682	3,134	3,556	3,978	4,400
Intangibles	1,889	564	1,889	1,889	1,889	1,889	1,889
Restricted cash	-	255	142	266	390	514	637
Other.....	507	1,032	507	507	507	507	507
Total non-current assets	5,502	6,979	6,519	7,528	8,507	9,486	10,464
TOTAL ASSETS	66,812	48,409	61,934	59,075	58,004	56,933	55,862
CURRENT LIABILITIES							
Employee provisions	4,838	4,638	4,838	4,838	4,838	4,838	4,838
Payables	606	1,318	606	606	606	606	606
Other.....	2,792	3,646	2,792	2,792	2,792	2,792	2,792
Total current liabilities	8,236	9,602	8,236	8,236	8,236	8,236	8,236
NON-CURRENT LIABILITIES							
Employee provisions	2,799	2,927	2,799	2,799	2,799	2,799	2,799
Total non-current liabilities	2,799	2,927	2,799	2,799	2,799	2,799	2,799
TOTAL LIABILITIES.....	11,035	12,529	11,035	11,035	11,035	11,035	11,035
EQUITY							
Contributed equity	11,362	(55,505)	(13,947)	(48,592)	(87,767)	(126,942)	(166,117)
Accumulated surplus/(deficit).....	44,475	91,315	64,906	96,692	134,796	172,900	211,004
Reserves.....	(60)	70	(60)	(60)	(60)	(60)	(60)
Total equity	55,777	35,880	50,899	48,040	46,969	45,898	44,827
TOTAL LIABILITIES AND EQUITY	66,812	48,409	61,934	59,075	58,004	56,933	55,862

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	2,301	2,374	2,374	2,405	2,405	2,405	2,405
Capital appropriation.....	865	875	875	885	885	885	885
Royalties for Regions Fund:							
Regional Community Services Fund.....	84	-	62	53	54	56	58
Regional Infrastructure and Headworks Fund.....	-	52	-	-	-	-	-
Receipts paid into Consolidated Account.....	(15,800)	(62,184)	(26,184)	(35,530)	(40,030)	(40,030)	(40,030)
Net cash provided by State Government.....	(12,550)	(58,883)	(22,873)	(32,187)	(36,686)	(36,684)	(36,682)
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(33,691)	(37,928)	(37,938)	(38,329)	(38,332)	(38,334)	(38,336)
Grants and subsidies.....	(12,305)	(24,122)	(24,122)	(14,010)	(14,492)	(14,492)	(14,492)
Supplies and services.....	(5,656)	(7,823)	(7,823)	(9,168)	(10,098)	(11,064)	(11,064)
Accommodation.....	(4,957)	(4,900)	(4,900)	(5,010)	(5,010)	(5,010)	(5,010)
Other payments.....	(8,423)	(8,047)	(8,047)	(8,070)	(8,070)	(8,070)	(8,070)
Receipts ^(b)							
Regulatory fees and fines.....	23,638	25,420	23,967	25,057	26,789	27,755	27,755
Grants and subsidies.....	83	-	-	-	-	-	-
Sale of goods and services.....	5,932	4,108	4,108	4,108	4,108	4,108	4,108
Landfill Levy.....	53,082	104,000	68,000	70,000	76,000	76,000	76,000
GST receipts.....	2,377	4,000	4,000	4,000	4,000	4,000	4,000
Other receipts.....	1,072	750	750	750	750	750	750
Net cash from operating activities.....	21,152	55,458	17,995	29,328	35,645	35,643	35,641
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(821)	(875)	(875)	(885)	(885)	(885)	(885)
Proceeds from sale of non-current assets.....	3	-	-	-	-	-	-
Net cash from investing activities.....	(818)	(875)	(875)	(885)	(885)	(885)	(885)
NET INCREASE/(DECREASE) IN CASH HELD.....	7,784	(4,300)	(5,753)	(3,744)	(1,926)	(1,926)	(1,926)
Cash assets at the beginning of the reporting period.....	33,308	32,112	41,967	36,214	32,470	30,544	28,618
Net cash transferred to/from other agencies.....	875	-	-	-	-	-	-
Cash assets at the end of the reporting period.....	41,967	27,812	36,214	32,470	30,544	28,618	26,692

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Regulatory Fees and Fines							
Regulatory Fees.....	23,638	25,420	23,967	25,057	26,789	27,755	27,755
Grants and Subsidies							
Grants and Subsidies.....	83	-	-	-	-	-	-
Sale of Goods and Services							
Sales of Goods and Services	5,932	4,108	4,108	4,108	4,108	4,108	4,108
Landfill Levy							
Landfill Levy ^(b)	53,082	104,000	68,000	70,000	76,000	76,000	76,000
GST Receipts							
GST Input Credits	2,177	3,700	3,700	3,700	3,700	3,700	3,700
GST Receipts.....	200	300	300	300	300	300	300
Other Receipts							
Interest Received	1,072	750	750	750	750	750	750
TOTAL	86,184	138,278	100,825	103,915	111,647	112,613	112,613

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

(b) The following amounts of the Landfill Levy are to be paid to the Consolidated Account: \$26.2 million (2015-16 Estimated Actual), \$35.5 million (2016-17), \$40 million (2017-18), \$40 million (2018-19) and \$40 million (2019-20).

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Fines							
Receipts from Regulatory Fees and Fines ...	5	30	30	30	30	30	30
TOTAL ADMINISTERED INCOME	5	30	30	30	30	30	30
EXPENSES							
Other							
Receipts Paid into the Consolidated Account.....	5	30	30	30	30	30	30
TOTAL ADMINISTERED EXPENSES	5	30	30	30	30	30	30

Agency Special Purpose Account Details

CONTAMINATED SITES MANAGEMENT ACCOUNT

Account Purpose: The purpose of the trust account is to enable investigation or remediation of any site where the State or a public authority (excluding Local Government) is responsible for remediation.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	3,268	680	1,325	998
Receipts:				
Other	512	335	335	335
	3,780	1,015	1,660	1,333
Payments	2,455	662	662	442
CLOSING BALANCE	1,325	353	998	891

WASTE AVOIDANCE AND RESOURCE RECOVERY ACCOUNT

Account Purpose: The purpose of the trust account is to fund nominated programs and other waste management initiatives approved by the Minister for Environment on the advice of the Waste Authority of Western Australia.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	16,114	13,442	20,628	17,658
Receipts:				
Other	16,043	26,750	26,750	18,250
	32,157	40,192	47,378	35,908
Payments	11,529	29,720	29,720	17,334
CLOSING BALANCE	20,628	10,472	17,658	18,574

Division 49 Botanic Gardens and Parks Authority

Part 10 Minister for Environment; Heritage

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 85 Net amount appropriated to deliver services	14,102	14,389	14,389	14,283	14,158	14,143	14,315
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	244	252	252	260	260	267	267
Total appropriations provided to deliver services.....	14,346	14,641	14,641	14,543	14,418	14,410	14,582
TOTAL APPROPRIATIONS	14,346	14,641	14,641	14,543	14,418	14,410	14,582
EXPENSES							
Total Cost of Services.....	23,417	22,367	22,867	23,793	24,888	23,233	22,988
Net Cost of Services ^(a)	14,582	14,934	14,584	14,428	15,932	15,104	14,751
CASH ASSETS ^(b)	8,819	4,825	7,025	6,645	5,162	4,500	4,364

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	127	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(4)	(73)	(184)	(296)
Revisions to Own Source Revenue Estimates	300	300	200	200	200
Rio Tinto Naturescape Kings Park Stage 2	200	1,000	1,800	-	-

Significant Issues Impacting the Agency

- Kings Park and Botanic Garden remains the State's single most visited destination, with an estimated 5.8 million visits in 2014-15. A high level of visitation continues to apply pressure on existing operations and infrastructure, necessitating ongoing upgrades and review.
- A key focus remains on the conservation and enhancement of bushland in Bold Park and Kings Park to achieve environmental targets, provide appropriate visitor access and manage risks. Given the urban interface of these significant bushland reserves, and increasing climate change, fire risk management is a key consideration that is integrated into ongoing bushland management activities, including research programs to assess the best methods of managing bushfire risk and conserving the natural environment in Swan Coastal Plain vegetation. Implementation of additional fire risk management strategies particularly around high value assets is ongoing.

- Scientific research underpins adaptive management of the Authority's designated lands and assists in regional biodiversity and restoration projects. This is undertaken mainly through fee for service arrangements, most commonly with mining industry partners. As the period of these projects averages around three years, the Authority's activity in this area is buffered against short-term changes in the mining industry, however is exposed to medium and longer term trends.
- In 2016-17, the second stage of Rio Tinto Naturescape Kings Park will commence. The Stage 2 funding of \$3 million from Rio Tinto was secured in the 2009 sponsorship contract. Stage 2 will expand this nature-based discovery and educational resource, which opened in 2011 after an initial investment of \$8.5 million from a range of partners.

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.	Awareness and appreciation of recreation and tourist resources, and cultural heritage for visitors' enjoyment.	1. Customer Service and Cultural Heritage
	Conservation and enhancement of Western Australia's bushland and other flora.	2. Biodiversity Conservation and Scientific Research

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Customer Service and Cultural Heritage.....	11,546	11,528	11,275	11,732	12,272	11,456	11,335
2. Biodiversity Conservation and Scientific Research.....	11,871	10,839	11,592	12,061	12,616	11,777	11,653
Total Cost of Services	23,417	22,367	22,867	23,793	24,888	23,233	22,988

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Awareness and appreciation of recreation and tourist resources, and cultural heritage for visitors' enjoyment:					
The level of visitor satisfaction with Kings Park and Botanic Garden facilities and the Western Australian Botanic Garden.....	98%	99%	99%	99%	
The level of visitor satisfaction with Bold Park and facilities	100%	98%	98%	98%	
The percentage change in the number of cultural events held at Kings Park and Botanic Garden compared to previous years.....	-5.8%	-5%	-2%	-2%	
The percentage change in the number attending customer awareness and education forums held at Kings Park and Botanic Garden compared to previous years.....	-10.7%	3%	-2%	-25%	1
Outcome: Conservation and enhancement of Western Australia's bushland and other flora:					
Percentage of Declared Rare Flora (DRF) species in living collections in Kings Park and Botanic Garden, compared to the known number of DRF species in Western Australia	59%	60%	59%	59%	
Percentage of accessions in living collections in Kings Park and Botanic Garden.	34%	35%	35%	35%	
Percentage of accessions lost in living collections in Kings Park and Botanic Garden.	2%	4%	4%	4%	
The presence of 15 nominated perennially evident native plant species, which are the most vulnerable taxa within each of Kings Park and Bold Park bushland	100%	100%	100%	100%	
Number of common native plant species in Bold Park in areas with high levels of management compared to areas with low levels of management	1.4	1.4	1.4	1.4	
Weed cover in high intensity management areas compared to low intensity management areas in Bold Park.....	0.71	0.5	0.4	0.4	
Number of representative native plant taxa in Kings Park bushland	325	325	325	325	
Number of representative native plant taxa in Bold Park bushland.....	310	310	310	310	

(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 change between the 2015-16 Budget and the 2016-17 Budget Target is due to the second stage of Rio Tinto Naturescape Kings Park. The facility will be closed during the period February to October 2017 which will result in a reduction in education forums.

Services and Key Efficiency Indicators

1. Customer Service and Cultural Heritage

Enhancing and promoting recreational and tourist resources and facilities by maintaining Kings Park and Botanic Garden; enhancing and promoting awareness and understanding of Kings Park, Bold Park and the State's Botanic Garden through customer awareness and education forums; and conserving, promoting and developing cultural heritage including Aboriginal, colonial and contemporary heritage by staging events and displays on the Authority's designated land.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 11,546	\$'000 11,528	\$'000 11,275	\$'000 11,732	
Less Income	5,345	4,742	5,011	5,666	
Net Cost of Service	6,201	6,786	6,264	6,066	
Employees (Full Time Equivalents).....	62	62	62	62	
Efficiency Indicators					
Average Cost per Attendee at Education Forums Held at Kings Park and Botanic Garden	\$4.23	\$1.60	\$4.28	\$13.94	1
Average Cost per Attendee at Cultural Events Held in Kings Park and Botanic Garden	\$0.17	\$0.16	\$0.18	\$0.18	
Average Cost per Visitor to Kings Park and Botanic Garden ^(a)	\$1.83	\$1.81	\$1.70	\$1.81	
Response Times for Public Information Requests	95% within 28 days	95% within 28 days	95% within 28 days	95% within 28 days	
Percentage Change in Number of Visitors to Reabold Hill Compared to Previous Years.....	-3.2%	1%	1%	1%	

(a) The Average Cost per Visitor to Kings Park and Botanic Garden is normalised to exclude 'one-off' major spending changes incurred during the actual and estimated periods.

Explanation of Significant Movements

(Notes)

- The variance from the 2015-16 Budget to the 2015-16 Estimated Actual is due to the revised methodology applied after the 2015-16 Budget figures were published. This is evident by comparison and consistency with the 2014-15 Actual. The variance between the 2015-16 Estimated Actual and the 2016-17 Budget Target is due to the reduction in education forums due to the temporary closure of Rio Tinto Naturescape Kings Park for the Stage 2 upgrade, together with a corresponding decrease in related revenue. It is expected that this indicator will return to long-term trend upon completion of the Stage 2 upgrade.

2. Biodiversity Conservation and Scientific Research

Demonstrating leadership in urban bushland management, especially for Perth and regional communities, horticultural services including new plants developed for the nursery trade, and undertaking and promoting leading edge science and interpretation pertinent to integrated conservation of flora for present and future generations.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 11,871	\$'000 10,839	\$'000 11,592	\$'000 12,061	
Less Income	3,490	2,691	3,272	3,699	
Net Cost of Service	8,381	8,148	8,320	8,362	
Employees (Full Time Equivalents).....	73	73	72	73	
Efficiency Indicators					
Average Cost of Representative Native Plant Taxa in Kings Park Bushland.....	\$4,885	\$4,884	\$3,828	\$3,939	1
Average Cost of the Number of Representative Native Plant Species in Bold Park	\$5,897	\$5,895	\$4,857	\$4,720	2
Average Cost per Research Grant Project.....	\$18,823	\$23,500	\$16,000	\$14,752	3
Percentage Change in Number of Refereed Scientific Publications Published per Government Funded Position Compared to Previous Years ...	2.5%	-5%	+5%	0%	4

Explanation of Significant Movements

(Notes)

1. The number of Native Plant Taxa in Kings Park Bushland has remained the same, and is estimated to remain the same however, the 2015-16 Estimated Actual and 2016-17 Budget Target represent a return to normal baseline expenditure.
2. The number of Representative Native Plant Species in Bold Park has remained the same, and is estimated to remain the same however, the 2015-16 Estimated Actual and 2016-17 Budget Target represent a return to normal baseline expenditure.
3. Variance from the 2015-16 Budget to the current 2015-16 Estimated Actual, is due to reduced project expenditure from efficiencies, early conclusion and reduced activity among existing projects, and reduced size of new projects relative to estimates - most of which result from maturation of existing projects and the general mining industry downturn.
4. The fluctuation in the number of refereed scientific publications published per government funded position is a reflection of the stage and complexity of research projects in any given year. The number of positions from one period to the next does not vary significantly, however the number of publications in any given year can increase or decrease considerably due to timing. The number of submissions can be reasonably estimated but the timing is difficult to forecast as the resultant publication of original research findings can take up to 18 months to be 'in print' from the date of manuscript submission.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement Program - 2015-16 Program	1,900	1,900	1,900	-	-	-	-
Biodiversity Conservation Centre Stage 2	1,582	1,582	300	-	-	-	-
Nursery Depot Redevelopment	2,620	2,620	650	-	-	-	-
NEW WORKS							
Asset Replacement Program							
2016-17 Program	1,525	-	-	1,525	-	-	-
2017-18 Program	1,000	-	-	-	1,000	-	-
2018-19 Program	1,000	-	-	-	-	1,000	-
2019-20 Program	1,000	-	-	-	-	-	1,000
Total Cost of Asset Investment Program.....	10,627	6,102	2,850	1,525	1,000	1,000	1,000
FUNDED BY							
Drawdowns from the Holding Account.....			1,000	1,000	1,000	1,000	1,000
Internal Funds and Balances.....			1,850	525	-	-	-
Total Funding.....			2,850	1,525	1,000	1,000	1,000

Financial Statements

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	12,013	12,310	12,310	12,457	12,537	12,691	12,777
Supplies and services	6,873	5,802	6,302	7,014	7,894	5,948	5,577
Accommodation	649	686	686	703	733	763	775
Depreciation and amortisation	1,699	1,470	1,470	1,470	1,470	1,470	1,470
Other expenses	2,183	2,099	2,099	2,149	2,254	2,361	2,389
TOTAL COST OF SERVICES	23,417	22,367	22,867	23,793	24,888	23,233	22,988
Income							
Sale of goods and services	2,567	2,537	2,537	2,613	2,691	2,758	2,827
Regulatory fees and fines	1,056	818	1,168	1,121	1,079	1,080	1,079
Grants and subsidies	2,478	2,010	2,010	2,010	2,010	2,060	2,050
Other revenue	2,734	2,068	2,568	3,621	3,176	2,231	2,281
Total Income	8,835	7,433	8,283	9,365	8,956	8,129	8,237
NET COST OF SERVICES	14,582	14,934	14,584	14,428	15,932	15,104	14,751
INCOME FROM STATE GOVERNMENT							
Service appropriations	14,346	14,641	14,641	14,543	14,418	14,410	14,582
Resources received free of charge	22	29	29	30	31	32	33
TOTAL INCOME FROM STATE GOVERNMENT	14,368	14,670	14,670	14,573	14,449	14,442	14,615
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(214)	(264)	86	145	(1,483)	(662)	(136)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 135, 134 and 135 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	6,598	2,957	4,804	4,424	2,941	2,279	2,143
Restricted cash	2,221	1,868	2,221	2,221	2,221	2,221	2,221
Holding account receivables	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Receivables	1,797	1,524	1,797	1,797	1,797	1,797	1,797
Other	998	960	998	998	998	998	998
Total current assets	12,614	8,309	10,820	10,440	8,957	8,295	8,159
NON-CURRENT ASSETS							
Holding account receivables	5,527	5,997	5,997	6,467	6,937	7,407	7,877
Property, plant and equipment	40,145	41,343	41,807	42,114	41,896	41,678	41,460
Other	12,669	12,802	12,417	12,165	11,913	11,661	11,409
Total non-current assets	58,341	60,142	60,221	60,746	60,746	60,746	60,746
TOTAL ASSETS	70,955	68,451	71,041	71,186	69,703	69,041	68,905
CURRENT LIABILITIES							
Employee provisions	1,684	1,395	1,684	1,684	1,684	1,684	1,684
Payables	202	297	202	202	202	202	202
Other	2,278	1,137	2,278	2,278	2,278	2,278	2,278
Total current liabilities	4,164	2,829	4,164	4,164	4,164	4,164	4,164
NON-CURRENT LIABILITIES							
Employee provisions	486	639	486	486	486	486	486
Other	2,442	2,133	2,442	2,442	2,442	2,442	2,442
Total non-current liabilities	2,928	2,772	2,928	2,928	2,928	2,928	2,928
TOTAL LIABILITIES	7,092	5,601	7,092	7,092	7,092	7,092	7,092
EQUITY							
Contributed equity	30,365	30,365	30,365	30,365	30,365	30,365	30,365
Accumulated surplus/(deficit)	11,888	11,784	11,974	12,119	10,636	9,974	9,838
Reserves	21,610	20,701	21,610	21,610	21,610	21,610	21,610
Total equity	63,863	62,850	63,949	64,094	62,611	61,949	61,813
TOTAL LIABILITIES AND EQUITY	70,955	68,451	71,041	71,186	69,703	69,041	68,905

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	12,876	13,171	13,171	13,073	12,948	12,940	13,112
Holding account drawdowns.....	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Net cash provided by State Government.....	13,876	14,171	14,171	14,073	13,948	13,940	14,112
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(11,720)	(12,310)	(12,310)	(12,457)	(12,538)	(12,690)	(12,776)
Supplies and services	(5,406)	(5,669)	(5,869)	(6,647)	(7,554)	(5,612)	(5,545)
Accommodation	(649)	(686)	(686)	(707)	(733)	(762)	(774)
Other payments.....	(4,231)	(2,738)	(3,038)	(2,988)	(3,067)	(3,185)	(2,908)
Receipts							
Regulatory fees and fines.....	1,056	818	1,168	1,121	1,079	1,080	1,079
Grants and subsidies.....	2,478	2,010	2,010	2,010	2,010	2,060	2,050
Sale of goods and services.....	2,567	2,537	2,537	2,613	2,691	2,758	2,827
GST receipts	1,399	505	505	505	505	518	518
Other receipts	2,734	2,068	2,568	3,621	3,176	2,231	2,281
Net cash from operating activities	(11,772)	(13,465)	(13,115)	(12,929)	(14,431)	(13,602)	(13,248)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(3,600)	(1,000)	(2,850)	(1,525)	(1,000)	(1,000)	(1,000)
Proceeds from sale of non-current assets.....	-	-	-	1	-	-	-
Net cash from investing activities.....	(3,600)	(1,000)	(2,850)	(1,524)	(1,000)	(1,000)	(1,000)
NET INCREASE/(DECREASE) IN CASH HELD	(1,496)	(294)	(1,794)	(380)	(1,483)	(662)	(136)
Cash assets at the beginning of the reporting period	10,315	5,119	8,819	7,025	6,645	5,162	4,500
Cash assets at the end of the reporting period	8,819	4,825	7,025	6,645	5,162	4,500	4,364

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

Division 50 Office of the Environmental Protection Authority

Part 10 Minister for Environment; Heritage

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 86 Net amount appropriated to deliver services	14,996	14,150	14,150	14,171	14,002	14,088	14,289
Total appropriations provided to deliver services.....	14,996	14,150	14,150	14,171	14,002	14,088	14,289
CAPITAL							
Item 154 Capital Appropriation.....	59	194	194	106	180	68	36
TOTAL APPROPRIATIONS	15,055	14,344	14,344	14,277	14,182	14,156	14,325
EXPENSES							
Total Cost of Services.....	14,660	14,448	14,448	14,321	14,122	14,050	14,339
Net Cost of Services ^(a)	14,631	14,150	14,150	14,171	14,002	13,950	14,289
CASH ASSETS ^(b)	539	89	177	177	177	225	225

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	140	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(6)	(124)	(242)	(368)

Significant Issues Impacting the Agency

- With the slower economic conditions, the pace at which companies are seeking approvals for new development proposals has continued to slow. However there is still a considerable assessment workload, particularly in the iron ore and uranium sectors. There continues to be an increased focus by proponents on applications to expand existing facilities and infrastructure to maximise their production.
- The Office will be reviewing existing practices for development and application of policies, guidelines and procedures in the environmental impact assessment process, and implementing improvements to ensure they comply with the *Environmental Protection Act 1986* and administrative law requirements.
- The Office will continue to contribute to the key Government project on strategic planning and environmental assessment of long-term development in the Perth-Peel region to prepare for growth of the region's population to 3.5 million 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 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.	Quality advice to the Environmental Protection Authority (EPA) and Minister for Environment (the Minister) on significant proposals and environmental issues.	1. Environmental Impact Assessment Services to the EPA 2. Environmental Management Services to the EPA
	Compliance with Ministerial statement implementation conditions are monitored effectively.	3. Compliance Monitoring Services to the Minister

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Environmental Impact Assessment Services to the EPA.....	9,241	9,227	9,237	8,958	8,835	8,789	8,970
2. Environmental Management Services to the EPA.....	3,495	3,384	3,229	3,330	3,283	3,267	3,334
3. Compliance Monitoring Services to the Minister.....	1,924	1,837	1,982	2,033	2,004	1,994	2,035
Total Cost of Services	14,660	14,448	14,448	14,321	14,122	14,050	14,339

Outcomes and Key Effectiveness Indicators ^{(a) (b)}

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Quality advice to the Environmental Protection Authority (EPA) and Minister for Environment (the Minister) on significant proposals and environmental issues:					
The EPA's satisfaction with the Office of the Environmental Protection Authority's (OEPA) Environmental Impact Assessment (EIA) services, during the year, in line with Best Practice Principles of EIA.....	89%	80%	89%	80%	
Percentage of project-specific conditions which did not require significant change following the appeal process.....	99%	80%	80%	80%	
Percentage of assessments that met agreed timelines.....	100%	80%	69%	75%	1
The EPA's satisfaction with the OEPA's provision of environmental management services during the year.....	92%	80%	97%	80%	
Outcome: Compliance with Ministerial statement implementation conditions are monitored effectively:					
The number of Ministerial statements audited compared to targets ^(c)	100%	100%	100%	100%	

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

(b) Table reflects revised Outcome Based Management Structure.

(c) New indicator. Data has been recast for comparative purposes.

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual is less than the 2015-16 Budget due to the greater complexity of the proposals assessed and the increased detail of policy consideration.

Services and Key Efficiency Indicators**1. Environmental Impact Assessment Services to the EPA**

Conduct, for the EPA, environmental impact assessments of significant proposals and schemes.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 9,241	\$'000 9,227	\$'000 9,237	\$'000 8,958	
Less Income.....	18	150	150	150	
Net Cost of Service.....	9,223	9,077	9,087	8,808	
Employees (Full Time Equivalents).....	56	51	51	52	
Efficiency Indicators					
Cost per Standardised Unit of Assessment Output.....	\$33,867	\$30,253	\$27,043	\$29,362	

2. Environmental Management Services to the EPA

Develop, for the EPA, statutory policies, guidelines and strategic advice to manage environmental impacts and protect the environment.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 3,495	\$'000 3,384	\$'000 3,229	\$'000 3,330	
Less Income	7	148	148	-	
Net Cost of Service	3,488	3,236	3,081	3,330	
Employees (Full Time Equivalents).....	16	19	18	20	
Efficiency Indicators					
Cost per Standardised Unit of Environmental Management Services					
Output	\$18,762	\$32,365	\$36,252	\$33,297	1

Explanation of Significant Movements

(Notes)

1. The Cost per Standardised Unit of Environmental Management Services Output measures policy and strategic advice prepared for the EPA. The 2015-16 Estimated Actual increased considerably compared with the 2014-15 Actual due to the greater complexity of policies and strategic advice work in 2015-16.

3. Compliance Monitoring Services to the Minister

Audit the compliance with conditions set under Ministerial approvals and undertake enforcement action as appropriate.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,924	\$'000 1,837	\$'000 1,982	\$'000 2,033	
Less Income	4	-	-	-	
Net Cost of Service	1,920	1,837	1,982	2,033	
Employees (Full Time Equivalents).....	12	12	12	12	
Efficiency Indicators					
Average Cost per Environmental Audit Completed	\$31,859	\$30,618	\$33,030	\$33,875	

Asset Investment Program

The Asset Investment Program in 2016-17 provides for the continual improvement in systems and processes to support the reform of environmental approval processes.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Case Management System	264	158	158	106	-	-	-
Computing and Office Equipment Replacement Program	779	525	86	6	180	68	-
NEW WORKS							
Information Management and Equipment 2019-20 Program	86	-	-	-	-	-	86
Total Cost of Asset Investment Program	1,129	683	244	112	180	68	86
FUNDED BY							
Capital Appropriation			194	106	180	68	36
Drawdowns from the Holding Account			50	6	-	-	50
Total Funding			244	112	180	68	86

Financial Statements

Statement of Financial Position

A deficit equity position of \$1 million is shown for 2016-17 and is due largely to the carrying of leave liability provisions. A leave management policy is in place to reduce this liability.

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	11,847	12,925	12,925	12,307	12,210	12,148	12,316
Supplies and services	1,459	1,265	415	898	744	678	837
Accommodation	836	-	850	850	850	850	821
Depreciation and amortisation	197	50	50	50	90	90	90
Other expenses	321	208	208	216	228	284	275
TOTAL COST OF SERVICES	14,660	14,448	14,448	14,321	14,122	14,050	14,339
Income							
Grants and subsidies	-	148	148	-	-	-	-
Other revenue	29	150	150	150	120	100	50
Total Income	29	298	298	150	120	100	50
NET COST OF SERVICES	14,631	14,150	14,150	14,171	14,002	13,950	14,289
INCOME FROM STATE GOVERNMENT							
Service appropriations	14,996	14,150	14,150	14,171	14,002	14,088	14,289
Resources received free of charge	79	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	15,075	14,150	14,150	14,171	14,002	14,088	14,289
SURPLUS/(DEFICIENCY) FOR THE PERIOD	444	-	-	-	-	138	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 84, 81 and 84 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	185	89	177	147	117	150	150
Restricted cash	354	-	-	-	-	-	-
Holding account receivables	50	6	6	-	-	50	50
Receivables	102	162	102	102	102	102	102
Other	58	2	58	58	58	58	58
Total current assets	749	259	343	307	277	360	360
NON-CURRENT ASSETS							
Holding account receivables	544	588	588	638	688	728	768
Property, plant and equipment	103	100	106	106	236	304	340
Intangibles	156	235	236	342	342	342	302
Restricted cash	-	-	-	30	60	75	75
Other	59	333	170	126	126	126	126
Total non-current assets	862	1,256	1,100	1,242	1,452	1,575	1,611
TOTAL ASSETS	1,611	1,515	1,443	1,549	1,729	1,935	1,971
CURRENT LIABILITIES							
Employee provisions	1,835	1,917	1,756	1,756	1,756	1,756	1,756
Payables	75	619	25	25	25	25	25
Other	366	91	133	133	133	133	133
Total current liabilities	2,276	2,627	1,914	1,914	1,914	1,914	1,914
NON-CURRENT LIABILITIES							
Employee provisions	653	806	653	653	653	653	653
Other	6	7	6	6	6	6	6
Total non-current liabilities	659	813	659	659	659	659	659
TOTAL LIABILITIES	2,935	3,440	2,573	2,573	2,573	2,573	2,573
EQUITY							
Contributed equity	503	697	697	803	983	1,051	1,087
Accumulated surplus/(deficit)	(1,827)	(2,622)	(1,827)	(1,827)	(1,827)	(1,689)	(1,689)
Total equity	(1,324)	(1,925)	(1,130)	(1,024)	(844)	(638)	(602)
TOTAL LIABILITIES AND EQUITY	1,611	1,515	1,443	1,549	1,729	1,935	1,971

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	14,946	14,100	14,100	14,121	13,952	13,998	14,199
Capital appropriation.....	59	194	194	106	180	68	36
Holding account drawdowns.....	87	50	50	6	-	-	50
Net cash provided by State Government.....	15,092	14,344	14,344	14,233	14,132	14,066	14,285
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(12,132)	(13,199)	(13,199)	(12,307)	(12,210)	(12,148)	(12,316)
Supplies and services.....	(2,034)	(1,315)	(465)	(898)	(784)	(650)	(832)
Accommodation.....	(836)	-	(850)	(850)	(850)	(860)	(831)
Other payments.....	(603)	(666)	(666)	(646)	(668)	(492)	(475)
Receipts ^(b)							
Grants and subsidies.....	-	148	148	-	-	-	-
GST receipts.....	284	420	420	430	440	200	205
Other receipts.....	87	150	150	150	120	-	50
Net cash from operating activities.....	(15,234)	(14,462)	(14,462)	(14,121)	(13,952)	(13,950)	(14,199)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(130)	(244)	(244)	(112)	(180)	(68)	(86)
Proceeds from sale of non-current assets.....	100	-	-	-	-	-	-
Net cash from investing activities.....	(30)	(244)	(244)	(112)	(180)	(68)	(86)
NET INCREASE/(DECREASE) IN CASH HELD	(172)	(362)	(362)	-	-	48	-
Cash assets at the beginning of the reporting period.....	711	451	539	177	177	177	225
Cash assets at the end of the reporting period	539	89	177	177	177	225	225

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Strategic Assessment of Perth and Peel Regions.....	-	148	148	-	-	-	-
GST Receipts							
GST Receipts.....	284	420	420	430	440	200	205
Other Receipts							
Other Receipts.....	87	150	150	150	120	-	50
TOTAL	371	718	718	580	560	200	255

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

Division 51 Zoological Parks Authority

Part 10 Minister for Environment; Heritage

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 87 Net amount appropriated to deliver services	11,026	11,385	11,385	11,190	11,062	10,913	10,937
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	246	254	254	261	261	261	261
Total appropriations provided to deliver services.....	11,272	11,639	11,639	11,451	11,323	11,174	11,198
CAPITAL							
Item 155 Capital Appropriation.....	735	735	735	735	735	735	735
TOTAL APPROPRIATIONS	12,007	12,374	12,374	12,186	12,058	11,909	11,933
EXPENSES							
Total Cost of Services	23,823	25,093	25,063	25,320	25,474	25,743	26,043
Net Cost of Services ^(a)	9,323	10,133	10,103	9,846	9,661	9,594	9,602
CASH ASSETS ^(b)	15,025	15,360	12,918	10,912	11,857	12,331	13,703

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	84	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(7)	(130)	(261)	(400)

Significant Issues Impacting the Agency

- The Authority's strategic direction will continue to focus on its core purpose and services in the conservation of wildlife and on building community awareness of conservation.
- Increasing revenue generation through expansion and consolidation of Zoo services and programs will be a priority. Seeking partnerships and grants income will also continue.
- With the completion of the major construction phase of the State Government funded Integrated Water Management Strategy in 2015-16, planning for exhibit and facility upgrades throughout the Zoo, including aviaries, lion and tiger exhibits will be a priority in 2016-17.
- Finalisation of plans to upgrade fencing, aviaries and the construction of a breeding area for threatened Western Australian mammals will also occur during the year. These initiatives are consistent with the implementation of the Zoo's Strategic Asset Plan and Zoo Master Plan.

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
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.	Conservation of wildlife.	1. Community Engagement and Awareness in Conservation 2. Wildlife Management, Medicine and Research

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Community Engagement and Awareness in Conservation.....	21,217	22,328	22,201	22,484	22,630	22,876	23,138
2. Wildlife Management, Medicine and Research.....	2,606	2,765	2,862	2,836	2,844	2,867	2,905
Total Cost of Services	23,823	25,093	25,063	25,320	25,474	25,743	26,043

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Conservation of wildlife:					
The Zoo as an educational/learning experience:					
Agree	95%	95%	95%	95%	
Neutral	2%	4%	4%	4%	
Disagree	1%	1%	1%	1%	
No response.....	2%	0%	0%	0%	
Number of threatened species offspring bred for release into natural habitats:					
Western swamp tortoise	33	30	50	30	1,4
Numbat	24	12	19	12	2,4
Dibbler	42	50	42	50	3,4

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

Explanation of Significant Movements

(Notes)

1. A higher than usual number of eggs were produced in the 2015 laying season, and viability during incubation to date has been better than in previous years.
2. New breeding stock were obtained from the wild, increasing the number of females available to produce young.
3. More breeding females than expected were released into the wild in late 2015-16. This was at the request of the Recovery Team to make space at Perth Zoo for four breeding pairs.
4. The 2016-17 Budget targets are based on those set independently by the Department of Parks and Wildlife's Recovery Team for the species.

Services and Key Efficiency Indicators**1. Community Engagement and Awareness in Conservation**

Perth Zoo promotes conservation messages to the community. This is achieved by providing educational programs, experiences, publications, interpretation and information services that encourage positive behavioural changes and community participation in conservation.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 21,217	\$'000 22,328	\$'000 22,201	\$'000 22,484	
Less Income	13,186	14,349	14,511	15,022	
Net Cost of Service	8,031	7,979	7,690	7,462	
Employees (Full Time Equivalents).....	149	145	145	147	
Efficiency Indicators					
Average Cost per Visitor ^(a)	\$33.03	\$35.16	\$34.42	\$34.86	

(a) The total visitor numbers for 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 642,352, 635,000, 645,000 and 645,000 respectively.

2. Wildlife Management, Medicine and Research

The conservation of wildlife will be optimised by effective species management, application of science, high standards of animal welfare and animal husbandry, breeding programs including breeding for release into natural habitats and the provision of research opportunities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 2,606	\$'000 2,765	\$'000 2,862	\$'000 2,836	
Less Income	1,314	611	449	452	
Net Cost of Service	1,292	2,154	2,413	2,384	
Employees (Full Time Equivalents).....	20	20	20	20	
Efficiency Indicators					
Research Communications Produced per Full Time Equivalents	1.47	1.4	1.55	1.37	1

Explanation of Significant Movements

1. An additional 15 research communications are expected to arise in 2015-16 from Perth Zoo hosting the Zoo and Aquarium Association Conference in May 2016.

Asset Investment Program

The Asset Investment Program (AIP) supports the strategic direction of the Authority and its long-term viability. The continuous improvement of existing assets and the upgrading of exhibits and facilities have been outlined in the Authority's Strategic Asset Plan, building on the Authority's 2004 Master Plan as a 20 year development plan. The Authority continues to manage the aged site, exhibits and infrastructure through exhibit and visitor upgrades and replacements.

In addition to the annual asset investment funding from Government, internally generated funds through corporate sponsorships, bequests and grants are used to support asset development projects. For the 2016-17 program, projects include:

- the Integrated Water Management Strategy (a six year staged program), which will deliver long-term savings in water use and modernise the aged existing irrigation systems;
- minor upgrades to visitor services;
- ongoing planning for exhibit and facility upgrades throughout the Zoo, including aviaries, lions and tiger exhibits; and
- continued planning for a new 'medium-sized mammal' captive-breeding facility to increase the Zoo's capacity to conserve threatened native fauna populations.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Animal Exhibits and Park Facilities							
Family Facilities - Visitor Amenities.....	1,500	1,307	-	-	-	193	-
Facilities and Equipment							
Water Infrastructure Management Project.....	11,901	7,631	5,900	2,800	717	753	-
COMPLETED WORKS							
Animal Exhibits and Park Facilities (2012-13 to 2015-16).....	5,152	5,152	1,855	-	-	-	-
Facilities and Equipment							
Computer Equipment - 2015-16 Program	150	150	150	-	-	-	-
Minor Equipment and Works - 2015-16 Program	63	63	63	-	-	-	-
NEW WORKS							
Animal Exhibits and Park Facilities (2016-17 to 2019-20).....	10,494	-	-	3,094	1,655	1,905	1,905
Facilities and Equipment							
Computer Equipment							
2016-17 Program.....	100	-	-	100	-	-	-
2017-18 Program.....	100	-	-	-	100	-	-
2018-19 Program.....	100	-	-	-	-	100	-
2019-20 Program.....	100	-	-	-	-	-	100
Minor Equipment and Works							
2016-17 Program.....	63	-	-	63	-	-	-
Total Cost of Asset Investment Program.....	29,723	14,303	7,968	6,057	2,472	2,951	2,005
FUNDED BY							
Capital Appropriation			735	735	735	735	735
Drawdowns from the Holding Account.....			4,000	1,620	1,020	1,020	1,020
Internal Funds and Balances.....			3,170	3,639	717	1,196	250
Other			63	63	-	-	-
Total Funding.....			7,968	6,057	2,472	2,951	2,005

Financial Statements

Income Statement

Expenses

The Total Cost of Services of \$25.3 million for the 2016-17 Budget Estimate is a \$0.3 million (1%) increase over the 2015-16 Estimated Actual. The cost increases are associated with a net overall increase in employee benefits as a result of a combination of award rate increases and a reduction in salaries linked to the Workforce Renewal Policy.

Income

Total income of \$15.5 million for the 2016-17 Budget Estimate represents a \$0.5 million (3.3%) increase over the 2015-16 Estimated Actual of \$15 million. The expected increase in income is mainly due to increased admission numbers from 1 July 2016 following the completion of the major construction phase of the Integrated Water Management Project and additional revenue from various commercial activities.

Statement of Financial Position

The asset increases for the 2016-17 Budget Estimate are mainly associated with an increasing fixed asset base in infrastructure due to construction linked to the AIP. The building asset base is also impacted by asset revaluations. Receivables associated with the Holding Account for 2016-17 Budget Estimate are expected to increase by \$1.2 million from the 2015-16 Estimated Actual due to lower construction activity.

The increase in liabilities for the 2016-17 Budget Estimate is mainly due to increases associated with accrued salaries and wages owing at year end. Income in advance from admission ticket sales and membership subscriptions is also expected to rise.

Statement of Cashflows

The closing cash balance for the 2016-17 Budget Estimate includes sponsorship funds, restricted funds associated with a provision for the 27th pay, accumulated drawdowns, fundraising and bequests which are to be used for future priority projects.

Sponsorship funds of up to \$250,000 per annum are targeted to be raised and retained for direction to future projects in the AIP. Annual fundraising in excess of \$350,000 is expected to be on hand at the end of each year for payment as grants to external organisations in the following year on priority conservation projects.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	14,980	14,785	14,655	14,795	14,796	15,074	14,826
Grants and subsidies ^(c)	311	400	400	400	400	400	400
Supplies and services	3,602	3,717	3,957	4,057	4,021	3,933	4,346
Accommodation	379	570	430	440	450	460	470
Depreciation and amortisation	2,675	2,800	2,800	2,800	2,800	2,800	2,800
Equipment and repairs maintenance	1,326	2,180	2,180	2,177	2,356	2,415	2,540
Other expenses	550	641	641	651	651	661	661
TOTAL COST OF SERVICES	23,823	25,093	25,063	25,320	25,474	25,743	26,043
Income							
Sale of goods and services	12,762	13,966	13,947	14,417	14,748	15,083	15,374
Grants and subsidies	71	60	60	60	60	60	60
Other revenue	1,667	934	953	997	1,005	1,006	1,007
Total Income	14,500	14,960	14,960	15,474	15,813	16,149	16,441
NET COST OF SERVICES	9,323	10,133	10,103	9,846	9,661	9,594	9,602
INCOME FROM STATE GOVERNMENT							
Service appropriations	11,272	11,639	11,639	11,451	11,323	11,174	11,198
TOTAL INCOME FROM STATE GOVERNMENT	11,272	11,639	11,639	11,451	11,323	11,174	11,198
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,949	1,506	1,536	1,605	1,662	1,580	1,596

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 169, 165 and 167 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Wildlife Conservation	311	400	400	400	400	400	400
TOTAL	311	400	400	400	400	400	400

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	14,525	15,290	12,848	10,772	11,647	12,051	13,353
Restricted cash	500	70	70	140	210	280	350
Holding account receivables	4,000	1,620	1,620	1,020	1,020	1,020	1,020
Receivables	559	614	559	569	569	569	569
Other	270	210	270	270	270	270	270
Total current assets	19,854	17,804	15,367	12,771	13,716	14,190	15,562
NON-CURRENT ASSETS							
Holding account receivables	1,314	2,534	2,534	4,314	6,094	7,874	9,654
Property, plant and equipment	17,370	15,293	16,672	15,945	15,615	15,478	15,728
Other	27,535	32,009	33,701	37,985	37,987	38,275	37,780
Total non-current assets	46,219	49,836	52,907	58,244	59,696	61,627	63,162
TOTAL ASSETS	66,073	67,640	68,274	71,015	73,412	75,817	78,724
CURRENT LIABILITIES							
Employee provisions	1,953	1,923	1,923	1,923	1,923	1,923	1,923
Payables	657	967	657	657	657	657	657
Other	1,482	1,165	1,122	1,202	1,202	1,292	1,318
Total current liabilities	4,092	4,055	3,702	3,782	3,782	3,872	3,898
NON-CURRENT LIABILITIES							
Employee provisions	641	693	641	641	641	641	641
Other	7	14	7	8	8	8	8
Total non-current liabilities	648	707	648	649	649	649	649
TOTAL LIABILITIES	4,740	4,762	4,350	4,431	4,431	4,521	4,547
EQUITY							
Contributed equity	28,210	28,945	28,945	29,680	30,415	31,150	31,885
Accumulated surplus/(deficit)	23,203	23,876	24,739	26,344	28,006	29,586	31,182
Reserves	9,920	10,057	10,240	10,560	10,560	10,560	11,110
Total equity	61,333	62,878	63,924	66,584	68,981	71,296	74,177
TOTAL LIABILITIES AND EQUITY	66,073	67,640	68,274	71,015	73,412	75,817	78,724

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	8,432	8,799	8,799	8,651	8,523	8,374	8,398
Capital appropriation.....	735	735	735	735	735	735	735
Holding account drawdowns.....	4,490	4,000	4,000	1,620	1,020	1,020	1,020
Net cash provided by State Government.....	13,657	13,534	13,534	11,006	10,278	10,129	10,153
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(14,979)	(15,121)	(15,021)	(14,748)	(14,739)	(14,944)	(14,770)
Grants and subsidies.....	(311)	(400)	(400)	(400)	(400)	(400)	(400)
Supplies and services.....	(3,696)	(3,712)	(3,952)	(4,052)	(4,016)	(3,927)	(4,340)
Accommodation.....	(374)	(560)	(420)	(440)	(450)	(460)	(470)
Other payments.....	(2,856)	(3,693)	(3,693)	(3,855)	(4,135)	(4,207)	(4,332)
Receipts							
Grants and subsidies.....	73	60	60	60	60	60	60
Sale of goods and services.....	12,832	13,890	13,871	14,427	14,766	15,120	15,420
GST receipts.....	990	959	959	1,056	1,056	1,056	1,056
Other receipts.....	1,211	904	923	997	997	998	1,000
Net cash from operating activities.....	(7,110)	(7,673)	(7,673)	(6,955)	(6,861)	(6,704)	(6,776)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(4,099)	(5,048)	(7,968)	(6,057)	(2,472)	(2,951)	(2,005)
Net cash from investing activities.....	(4,099)	(5,048)	(7,968)	(6,057)	(2,472)	(2,951)	(2,005)
NET INCREASE/(DECREASE) IN CASH HELD.....	2,448	813	(2,107)	(2,006)	945	474	1,372
Cash assets at the beginning of the reporting period.....	12,577	14,547	15,025	12,918	10,912	11,857	12,331
Cash assets at the end of the reporting period.....	15,025	15,360	12,918	10,912	11,857	12,331	13,703

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

Division 52 Heritage Council of Western Australia

Part 10 Minister for Environment; Heritage

Appropriations, Expenses and Cash Assets

	2014-15 Actual ^(a) \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 88 Net amount appropriated to deliver services	1,430	1,461	1,461	1,452	1,458	1,460	1,475
Total appropriations provided to deliver services.....	1,430	1,461	1,461	1,452	1,458	1,460	1,475
CAPITAL							
Capital Appropriation	1,000	1,000	1,000	-	-	-	-
TOTAL APPROPRIATIONS	2,430	2,461	2,461	1,452	1,458	1,460	1,475
EXPENSES							
Total Cost of Services.....	2,455	1,461	1,461	1,452	1,458	1,460	1,475
Net Cost of Services ^(b)	1,725	1,461	1,461	(3,313)	1,458	1,460	1,475
CASH ASSETS ^(c)	3,228	2,234	2,508	8,003	8,003	8,003	8,003

(a) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions to the Department of the State Heritage Office (SHO).

(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.

Significant Issues Impacting the Agency

- The Government has committed to introduce to Parliament a modernised Heritage Bill that will deliver open, transparent, simple to operate and easy to understand legislation that reflects best practice in the recognition and protection of heritage places. The proposed new legislation is intended to promote the timely identification and protection of places of State significance and ensure that statutory timeframes for development are consistently met.
- The Government has an ownership interest in more than a third of places listed in the State Register of Heritage Places. Many of these are well used, actively maintained and conserved, however others sit idle. Established in 2014-15, with an initial commitment of \$4 million over two years, the Heritage Revolving Fund, known as Heritage Works allocated \$2 million over two years towards the priority project - the historic Warders' Cottages, to conserve and return to active re-use as a vibrant part of central Fremantle. The remaining \$2 million has been allocated to the Department of the State Heritage Office (SHO) for other Heritage Works projects. The proceeds from the sale of properties transitioned into new ownership by Heritage Works will be preserved for future projects.

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
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.	Conservation of cultural heritage places in Western Australia, for the benefit of present and future generations.	1. Cultural Heritage Conservation Services

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Cultural Heritage Conservation Services	2,455	1,461	1,461	1,452	1,458	1,460	1,475
Total Cost of Services	2,455	1,461	1,461	1,452	1,458	1,460	1,475

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Conservation of cultural heritage places in Western Australia, for the benefit of present and future generations:					
Extent to which heritage places identified as having potential State significance have been assessed	76.5%	76%	76%	76%	
Extent to which development approvals issued for registered places are consistent with Heritage Council Western Australia's advice to decision-making authorities	100%	100%	100%	100%	
Extent to which grant aid leverages additional investment in conservation projects	2:1	2:1	2:1	2:1	

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

Services and Key Efficiency Indicators

1. Cultural Heritage Conservation Services

Establish and maintain a comprehensive Heritage Register; provide conservation advice on development referrals and other relevant matters; develop the role of public authorities in conserving and managing heritage places; provide financial assistance and other conservation incentives; provide publications, seminars and other promotional activities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(a)	\$'000 2,455	\$'000 1,461	\$'000 1,461	\$'000 1,452	
Less Income	730	-	-	4,765	1
Net Cost of Service ^(a)	1,725	1,461	1,461	(3,313)	
Efficiency Indicators					
Incidence of Preliminary Reviews Proceeding to Full-Assessment but Resulting in Decisions not to Recommend Interim Registration.....	6.4%	6.5%	6.5%	6.5%	

(a) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions to the SHO.

Explanation of Significant Movements

(Notes)

- The significant increase in income in the 2016-17 Budget Target compared to the 2015-16 Budget is due to the expected proceeds from the sale of the Warders' Cottages, Fremantle.

Asset Investment Program

The Asset Investment Program consists of the capital works portion of the Heritage Revolving Fund.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Warders' Cottages, Fremantle	2,000	2,000	1,721	-	-	-	-
Total Cost of Asset Investment Program	2,000	2,000	1,721	-	-	-	-
FUNDED BY							
Capital Appropriation			1,000	-	-	-	-
Internal Funds and Balances			721	-	-	-	-
Total Funding			1,721	-	-	-	-

Financial Statements

Income Statement

Income

The significant increase in income in the 2016-17 Budget Estimate compared to the 2015-16 Estimated Actual is due to the proceeds expected to be received from the sale of the Warders' Cottages, Fremantle.

Statement of Financial Position

The 2016-17 Budget Estimate reflects a shift in the asset base from non-current to current as a result of the proposed sale and disposal of the Warder's Cottages, Fremantle. The funds will be retained in restricted cash to be utilised by the Heritage Revolving Fund for future projects.

INCOME STATEMENT ^{(a) (b)} (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits.....	24	35	35	22	22	24	33
Grants and subsidies ^(c)	2,269	1,273	1,273	1,273	1,273	1,273	1,273
Supplies and services	159	136	136	140	146	145	151
Other expenses.....	3	17	17	17	17	18	18
TOTAL COST OF SERVICES	2,455	1,461	1,461	1,452	1,458	1,460	1,475
Income							
Other revenue	730	-	-	4,765	-	-	-
Total Income.....	730	-	-	4,765	-	-	-
NET COST OF SERVICES	1,725	1,461	1,461	(3,313)	1,458	1,460	1,475
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	1,430	1,461	1,461	1,452	1,458	1,460	1,475
TOTAL INCOME FROM STATE GOVERNMENT	1,430	1,461	1,461	1,452	1,458	1,460	1,475
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	(295)	-	-	4,765	-	-	-

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

(b) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions to the SHO.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Goldfields Earthquake Restoration Program....	1,005	-	-	-	-	-	-
Heritage Grants Program	1,264	1,273	1,273	1,273	1,273	1,273	1,273
TOTAL	2,269	1,273	1,273	1,273	1,273	1,273	1,273

STATEMENT OF FINANCIAL POSITION ^{(a) (b)}
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	281	250	281	281	281	281	281
Restricted cash	2,947	1,984	2,227	7,722	7,722	7,722	7,722
Receivables	48	-	47	47	47	47	47
Other.....	1	-	1	1	1	1	1
Total current assets	3,277	2,234	2,556	8,051	8,051	8,051	8,051
NON-CURRENT ASSETS							
Other.....	1,009	2,000	2,730	-	-	-	-
Total non-current assets	1,009	2,000	2,730	-	-	-	-
TOTAL ASSETS	4,286	4,234	5,286	8,051	8,051	8,051	8,051
CURRENT LIABILITIES							
Payables	2,127	2,000	2,127	2,127	2,127	2,127	2,127
Total current liabilities	2,127	2,000	2,127	2,127	2,127	2,127	2,127
TOTAL LIABILITIES.....	2,127	2,000	2,127	2,127	2,127	2,127	2,127
EQUITY							
Contributed equity	(3,280)	3,003	(2,280)	(4,280)	(4,280)	(4,280)	(4,280)
Accumulated surplus/(deficit).....	5,439	(769)	5,439	10,204	10,204	10,204	10,204
Total equity	2,159	2,234	3,159	5,924	5,924	5,924	5,924
TOTAL LIABILITIES AND EQUITY	4,286	4,234	5,286	8,051	8,051	8,051	8,051

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

(b) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions to the SHO.

STATEMENT OF CASHFLOWS ^{(a) (b)}
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	1,430	1,461	1,461	1,452	1,458	1,460	1,475
Capital appropriation.....	1,000	1,000	1,000	-	-	-	-
Receipts paid into Consolidated Account.....	-	-	-	(2,000)	-	-	-
Net cash provided by State Government.....	2,430	2,461	2,461	(548)	1,458	1,460	1,475
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(24)	(26)	(25)	(22)	(22)	(24)	(33)
Grants and subsidies.....	(2,034)	(1,273)	(1,273)	(1,273)	(1,273)	(1,273)	(1,273)
Supplies and services.....	(3)	(138)	(138)	(140)	(146)	(145)	(151)
Other payments.....	(5)	(24)	(24)	(362)	(17)	(18)	(18)
Receipts							
GST receipts.....	-	-	-	345	-	-	-
Net cash from operating activities.....	(2,066)	(1,461)	(1,460)	(1,452)	(1,458)	(1,460)	(1,475)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	-	(1,000)	(1,721)	-	-	-	-
Other payments.....	(279)	-	-	(160)	-	-	-
Proceeds from sale of non-current assets.....	-	-	-	7,655	-	-	-
Net cash from investing activities.....	(279)	(1,000)	(1,721)	7,495	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	85	-	(720)	5,495	-	-	-
Cash assets at the beginning of the reporting period	4,171	2,234	3,228	2,508	8,003	8,003	8,003
Net cash transferred to/from other agencies....	(1,028)	-	-	-	-	-	-
Cash assets at the end of the reporting period	3,228	2,234	2,508	8,003	8,003	8,003	8,003

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

(b) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions to the SHO.

Division 53 State Heritage Office

Part 10 Minister for Environment; Heritage

Appropriations, Expenses and Cash Assets

	2014-15 Actual ^(a) \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 89 Net amount appropriated to deliver services	8,940	8,632	8,393	7,525	7,501	7,660	7,728
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	-	-	239	239	239	239	239
Total appropriations provided to deliver services.....	8,940	8,632	8,632	7,764	7,740	7,899	7,967
TOTAL APPROPRIATIONS	8,940	8,632	8,632	7,764	7,740	7,899	7,967
EXPENSES							
Total Cost of Services.....	13,141	13,569	13,569	13,566	12,908	13,186	13,254
Net Cost of Services ^(b)	13,108	8,991	8,991	8,873	8,099	8,258	8,326
CASH ASSETS ^(c)	2,338	1,616	2,427	1,677	1,677	1,677	1,677

(a) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions from the Heritage Council of Western Australia (HCWA) with further recasting to ensure consistency with the transfer of the Fremantle Prison from the Department of Finance.

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	70	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(2)	(49)	(106)	(171)

Significant Issues Impacting the Agency

- The Government has committed to introduce to Parliament a modernised Heritage Bill that will deliver open, transparent, simple to operate and easy to understand legislation that reflects best practice in the recognition and protection of heritage places. The proposed new legislation is intended to promote the timely identification and protection of places of State significance, with the Department to assist and support the Heritage Council of Western Australia in achieving the statutory requirements.
- The Government has an ownership interest in more than a third of the places listed in the State Register of Heritage Places. Many of these are well used, actively maintained and conserved, however others sit idle. Established in 2014-15, with an initial commitment of \$4 million over two years, the Heritage Revolving Fund, known as Heritage Works, will conserve and return the historic Warders' Cottages, a priority project, to active re-use as a vibrant part of central Fremantle. Another project is the conservation and re-use of the Coogee Hotel and Post Office. The proceeds from the sale of properties transitioned into new ownership by Heritage Works will be preserved for future projects.
- The Department has the responsibility for the management, conservation and operation of the World Heritage listed Fremantle Prison and will focus on developing strategies to enhance the economic sustainability of Western Australia's most recognised and important historic tourism and compatible use asset.

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's Outcome Based Management (OBM) structure has been revised since the 2015-16 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
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.	Quality advice and support to the Heritage Council of Western Australia and the Minister for Heritage to promote and deliver the conservation of cultural heritage places in Western Australia, for the benefit of present and future generations.	1. Cultural Heritage Conservation Services on Behalf of and Under the Direction of the Heritage Council of Western Australia
	Cultural heritage management for community education and appreciation.	2. Community Engagement in Cultural Heritage

Service Summary ^(a)

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Cultural Heritage Conservation Services on Behalf of and Under the Direction of the Heritage Council of Western Australia...	6,461	8,144	8,144	8,141	7,413	7,670	7,707
2. Community Engagement in Cultural Heritage.....	6,680	5,425	5,425	5,425	5,495	5,516	5,547
Total Cost of Services	13,141	13,569	13,569	13,566	12,908	13,186	13,254

(a) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions from the HCWA, with further recasting to ensure consistency with the transfer of the Fremantle Prison from the Department of Finance.

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Quality advice and support to the Heritage Council of Western Australia and the Minister for Heritage to promote and deliver the conservation of cultural heritage places in Western Australia, for the benefit of present and future generations:					
The Minister for Heritage's satisfaction with the services provided by the Department	92%	75%	85%	85%	1
The Heritage Council of Western Australia's satisfaction with the services provided by the Department	88.3%	75%	88%	85%	1
Outcome: Cultural heritage management for community education and appreciation ^(b):					
Visitors to Fremantle Prison's satisfaction with the services provided by the Department ^(b)	n/a	n/a	95%	85%	

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

(b) The OBM structure has been revised since the 2015-16 Budget. Outcomes and key effectiveness indicators cannot be backcast.

Explanation of Significant Movements

(Notes)

- These indicators are determined through surveys of service recipients who rate the quality of each service against best practice principles. The 2014-15 Actual reflects the high level of satisfaction achieved and as a result of this outcome, the satisfaction target has been increased from 75% to 85% to maintain this high standard.

Services and Key Efficiency Indicators

1. Cultural Heritage Conservation Services on Behalf of and Under the Direction of the Heritage Council of Western Australia

Provide quality advice and support to the Heritage Council to establish and maintain a comprehensive Heritage Register; provide conservation advice on development referrals and other relevant matters; develop the role of public authorities in conserving and managing heritage places; provide financial assistance and other conservation incentives; provide publications, seminars and other promotional activities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(a)	\$'000 6,461	\$'000 8,144	\$'000 8,144	\$'000 8,141	
Less Income	33	18	18	25	
Net Cost of Service ^(a)	6,428	8,126	8,126	8,116	
Employees (Full Time Equivalents).....	31	31	31	31	
Efficiency Indicators					
Average Cost per Place of Maintaining the Heritage Register.....	\$71	\$60	\$63	\$60	
Average Cost of Development Referrals.....	\$1,271	\$900	\$1,240	\$900	
Average Cost of Administering Grants (per Grant Dollar).....	\$0.16	\$0.10	\$0.18	\$0.10	

(a) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions from the HCWA, with further recasting to ensure consistency with the transfer of the Fremantle Prison from the Department of Finance.

2. Community Engagement in Cultural Heritage ^(a)

Conserve and interpret the applicable world, national, State and local heritage values of places under management (Fremantle Prison); promote a sustainable future for places under management through an integrated development framework, compatible uses and delivery of visitor standards consistent with being Western Australia's premier heritage sites; promote heritage success stories and engagement with the State's heritage through media, publications, tourism and interpretation.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(b)	\$'000 6,680	\$'000 5,425	\$'000 5,425	\$'000 5,425	
Less Income	-	4,560	4,560	4,668	
Net Cost of Service ^(b)	6,680	865	865	757	
Employees (Full Time Equivalents) ^(b)	32	32	32	32	
Efficiency Indicators					
Average Cost per Visitor to the Fremantle Prison ^(a)	n/a	n/a	\$40	\$40	

(a) The OBM structure has been revised since the 2015-16 Budget. The Efficiency Indicator cannot be backcast.

(b) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions from the HCWA, with further recasting to ensure consistency with the transfer of the Fremantle Prison from the Department of Finance.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2015-16 Program.....	34	34	34	-	-	-	-
NEW WORKS							
Asset Replacement							
2016-17 Program.....	34	-	-	34	-	-	-
2017-18 Program.....	34	-	-	-	34	-	-
2018-19 Program.....	34	-	-	-	-	34	-
2019-20 Program.....	34	-	-	-	-	-	34
Total Cost of Asset Investment Program.....	170	34	34	34	34	34	34
FUNDED BY							
Drawdowns from the Holding Account.....			34	34	34	34	34
Total Funding.....			34	34	34	34	34

Financial Statements

INCOME STATEMENT ^{(a) (b)} (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	3,416	6,476	6,476	6,434	6,474	6,575	6,648
Grants and subsidies ^(d)	270	180	180	180	180	180	180
Supplies and services	1,174	4,110	4,110	4,110	3,496	3,636	3,631
Accommodation	576	1,018	1,018	1,034	1,044	1,053	1,053
Depreciation and amortisation	272	736	736	740	629	631	631
Other expenses	753	1,049	1,049	1,068	1,085	1,111	1,111
TOTAL COST OF SERVICES	6,461	13,569	13,569	13,566	12,908	13,186	13,254
Income							
Sale of goods and services	30	3,299	3,299	3,382	3,467	3,553	3,553
Other revenue	3	1,279	1,279	1,311	1,342	1,375	1,375
Total Income	33	4,578	4,578	4,693	4,809	4,928	4,928
NET COST OF SERVICES	6,428	8,991	8,991	8,873	8,099	8,258	8,326
INCOME FROM STATE GOVERNMENT							
Service appropriations	6,870	8,632	8,632	7,764	7,740	7,899	7,967
Resources received free of charge	348	359	359	359	359	359	359
TOTAL INCOME FROM STATE GOVERNMENT	7,218	8,991	8,991	8,123	8,099	8,258	8,326
SURPLUS/(DEFICIENCY) FOR THE PERIOD	790	-	-	(750)	-	-	-

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

(b) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions from the HCWA, with further recasting to ensure consistency with the transfer of the Fremantle Prison from the Department of Finance.

(c) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 63, 63 and 63 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Cossack Townsite	120	120	120	120	120	120	120
Education and Promotion	36	-	-	-	-	-	-
Local Government and Tourism	114	60	60	60	60	60	60
TOTAL	270	180	180	180	180	180	180

STATEMENT OF FINANCIAL POSITION ^{(a) (b)}
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,483	1,516	1,483	1,483	1,483	1,483	1,483
Restricted cash	855	100	944	194	194	194	194
Holding account receivables	20	20	34	34	34	34	34
Receivables	122	119	122	122	122	122	122
Other	56	509	565	565	565	565	565
Total current assets	2,536	2,264	3,148	2,398	2,398	2,398	2,398
NON-CURRENT ASSETS							
Holding account receivables	921	1,608	1,608	2,314	2,909	3,506	4,103
Property, plant and equipment	28	30,698	30,686	30,687	30,687	30,687	30,687
Intangibles	1,851	1,415	1,401	951	620	294	294
Total non-current assets	2,800	33,721	33,695	33,952	34,216	34,487	35,084
TOTAL ASSETS	5,336	35,985	36,843	36,350	36,614	36,885	37,482
CURRENT LIABILITIES							
Employee provisions	543	842	902	902	902	902	902
Payables	221	151	262	262	262	262	262
Other	119	98	209	209	209	209	209
Total current liabilities	883	1,091	1,373	1,373	1,373	1,373	1,373
NON-CURRENT LIABILITIES							
Employee provisions	203	309	281	281	281	281	281
Total non-current liabilities	203	309	281	281	281	281	281
TOTAL LIABILITIES	1,086	1,400	1,654	1,654	1,654	1,654	1,654
EQUITY							
Contributed equity	5,284	34,585	36,223	36,480	36,744	37,015	37,612
Accumulated surplus/(deficit)	(1,034)	-	(1,034)	(1,784)	(1,784)	(1,784)	(1,784)
Total equity	4,250	34,585	35,189	34,696	34,960	35,231	35,828
TOTAL LIABILITIES AND EQUITY	5,336	35,985	36,843	36,350	36,614	36,885	37,482

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

(b) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions from the HCWA, with further recasting to ensure consistency with the transfer of the Fremantle Prison from the Department of Finance.

STATEMENT OF CASHFLOWS ^{(a) (b)}
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	6,598	7,883	7,883	7,024	7,111	7,268	7,336
Holding account drawdowns.....	20	34	34	34	34	34	34
Net cash provided by State Government.....	6,618	7,917	7,917	7,058	7,145	7,302	7,370
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(3,258)	(6,493)	(6,493)	(6,441)	(6,481)	(6,584)	(6,657)
Grants and subsidies.....	(207)	(180)	(180)	(180)	(180)	(180)	(180)
Supplies and services	(887)	(3,532)	(3,532)	(3,543)	(2,925)	(3,063)	(3,058)
Accommodation	(573)	(1,019)	(1,019)	(1,033)	(1,044)	(1,053)	(1,053)
Other payments.....	(353)	(1,475)	(1,475)	(1,508)	(1,528)	(1,554)	(1,554)
Receipts ^(c)							
Sale of goods and services.....	18	4,092	4,092	4,194	4,299	4,406	4,406
GST receipts.....	3	230	230	230	230	230	230
Other receipts	2	494	494	507	518	530	530
Net cash from operating activities	(5,255)	(7,883)	(7,883)	(7,774)	(7,111)	(7,268)	(7,336)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	-	(34)	(34)	(34)	(34)	(34)	(34)
Other payments.....	(53)	-	-	-	-	-	-
Net cash from investing activities.....	(53)	(34)	(34)	(34)	(34)	(34)	(34)
NET INCREASE/(DECREASE) IN CASH HELD	1,310	-	-	(750)	-	-	-
Cash assets at the beginning of the reporting period	-	1,616	2,338	2,427	1,677	1,677	1,677
Net cash transferred to/from other agencies....	1,028	-	89	-	-	-	-
Cash assets at the end of the reporting period	2,338	1,616	2,427	1,677	1,677	1,677	1,677

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

(b) The 2014-15 Actual has been recast for comparative purposes to adjust for the transfer of services and functions from the HCWA, with further recasting to ensure consistency with the transfer of the Fremantle Prison from the Department of Finance.

(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.

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Sale of Goods and Services							
Sale of Good and Services.....	18	4,092	4,092	4,194	4,299	4,406	4,406
GST Receipts							
GST Receipts.....	3	230	230	230	230	230	230
Other Receipts							
Other Receipts	2	494	494	507	518	530	530
TOTAL	23	4,816	4,816	4,931	5,047	5,166	5,166

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

**RECONCILIATION RELATING TO MAJOR FUNCTIONAL TRANSFERS
AND ACCOUNTING POLICY CHANGES**

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement	6,461	13,569	13,569	13,566	12,908	13,186	13,254
<i>Transfer of the Fremantle Prison from the Department of Finance</i>	6,680	-	-	-	-	-	-
Adjusted Total Cost of Services	13,141	13,569	13,569	13,566	12,908	13,186	13,254
APPROPRIATIONS							
Service Appropriations as per Income Statement	6,870	8,632	8,632	7,764	7,740	7,899	7,967
<i>Transfer of the Fremantle Prison from the Department of Finance</i>	2,070	-	-	-	-	-	-
Adjusted Total Appropriations Provided to Deliver Services	8,940	8,632	8,632	7,764	7,740	7,899	7,967

Division 54 National Trust of Australia (WA)

Part 10 Minister for Environment; Heritage

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 90 Net amount appropriated to deliver services	2,878	3,216	3,216	3,271	3,280	3,318	3,333
Total appropriations provided to deliver services.....	2,878	3,216	3,216	3,271	3,280	3,318	3,333
CAPITAL							
Item 156 Capital Appropriation.....	435	435	435	435	435	435	435
TOTAL APPROPRIATIONS	3,313	3,651	3,651	3,706	3,715	3,753	3,768
EXPENSES							
Total Cost of Services.....	7,393	8,007	7,067	7,962	7,971	8,009	8,024
Net Cost of Services ^(a)	1,441	2,249	2,249	3,304	3,313	3,351	3,366
CASH ASSETS ^(b)	6,967	3,225	5,728	5,489	5,250	5,011	4,772

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	26	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(1)	(30)	(58)	(87)
Revisions to Own Source Revenue Estimates	(940)	(100)	(100)	(100)	(100)

Significant Issues Impacting the Agency

- The Trust will maintain its focus on the conservation, interpretation and adaptive re-use of heritage places.
- The Trust will continue to work on enhancing the value and awareness of heritage through its public education and training programs.
- The Trust will continue to promote public investment in heritage through its community-based public tax deductible appeals, the work of its Aboriginal Foundations and its Natural Heritage Conservation programs.

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
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.	Conservation of Western Australia's cultural and natural heritage.	1. Conservation of Built Heritage 2. Interpretation - Heritage Awareness and Education 3. Conservation of Natural Heritage

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Conservation of Built Heritage.....	4,257	4,457	4,075	4,516	4,541	4,595	4,600
2. Interpretation - Heritage Awareness and Education	2,870	3,280	2,724	3,174	3,156	3,134	3,144
3. Conservation of Natural Heritage	266	270	268	272	274	280	280
Total Cost of Services	7,393	8,007	7,067	7,962	7,971	8,009	8,024

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Conservation of Western Australia's cultural and natural heritage:					
Percentage of conservation work completed	1.5%	1.8%	2.7%	1.8%	1
Percentage increase in attendees of formal heritage education courses	8.5%	3.3%	-10.8%	1.3%	2
Percentage increase in number of hectares protected by covenants	1.3%	0.1%	0.1%	0.4%	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. The increase in the 2015-16 Estimated Actual compared to the 2015-16 Budget and the 2016-17 Budget Target is primarily due to grants and other income received for the conservation works of the Old Perth Boys School and Gallop House, which are to be completed in 2015-16.
2. The 2014-15 Actual reflected a significant increase in attendee numbers due to the formal education courses offered in line with the Australian Curriculum and the Trust's Partnership program. The significant decrease in attendee numbers in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to the Trust's key education place, Peninsula Farm, which is undergoing conservation and landscape works and therefore limiting its availability. However, it is expected that Peninsula Farm will be available to hold education courses for the full year in 2016-17.
3. The 2014-15 Actual reflected an increase in the number of registered hectares protected by covenants which is expected to stabilise in 2015-16. The number of hectares protected by covenants can vary significantly between years as the size of properties entering into a registered covenant are unknown until the proposal to enter into a covenant is received.

Services and Key Efficiency Indicators**1. Conservation of Built Heritage**

As a key service, the Trust has the role of providing conservation to government heritage properties and places including the operation of a major public Appeals program with a key focus on conservation works.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service	\$'000 4,257	\$'000 4,457	\$'000 4,075	\$'000 4,516	1
Less Income	4,008	4,028	3,679	3,180	2
Net Cost of Service	249	429	396	1,336	
Employees (Full Time Equivalents)	13	13	13	13	
Efficiency Indicators					
Average Operating Cost per Place Managed	\$26,625	\$31,144	\$30,134	\$31,402	

Explanation of Significant Movements

(Notes)

1. The variance between the 2015-16 Budget and the 2015-16 Estimated Actual is due to a decrease in maintenance and appeal related expenditure in 2015-16. However, appeal related activities are expected to increase in 2016-17.
2. The decrease in income in the 2015-16 Estimated Actual and the 2016-17 Budget Target, compared to the 2015-16 Budget reflects reduced grant and appeal related income.

2. Interpretation - Heritage Awareness and Education

The interpretation-heritage awareness and education service includes programs targeted at the general public, schools, professional development and training and community service.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 2,870	\$'000 3,280	\$'000 2,724	\$'000 3,174	1
Less Income	1,806	1,640	1,054	1,390	2
Net Cost of Service	1,064	1,640	1,670	1,784	
Employees (Full Time Equivalents).....	15	15	15	15	
Efficiency Indicators					
Average Cost per Attendee of Providing Heritage Awareness and Education.....	\$225	\$288	\$250	\$276	3

Explanation of Significant Movements

(Notes)

1. The variances between the 2015-16 Budget, the 2015-16 Estimated Actual and the 2016-17 Budget Target are driven by movements in service delivery relating to the Aboriginal Foundations.
2. The variances between the reported periods are primarily due to the unpredictability of grant funding from mining companies on behalf of Aboriginal groups.
3. The variances in the Average Cost per Attendee of Providing Heritage Awareness and Education between the reporting periods is driven by changes in demand for education related projects and attendees to formal education courses.

3. Conservation of Natural Heritage

The conservation of natural heritage includes a covenanting and stewardship program and special projects associated with the conservation management of the natural environment.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 266	\$'000 270	\$'000 268	\$'000 272	
Less Income	138	90	85	88	
Net Cost of Service	128	180	183	184	
Employees (Full Time Equivalents).....	2	2	2	2	
Efficiency Indicators					
Average Cost per Hectare to Protect Natural Heritage.....	\$4	\$3	\$4	\$4	

Asset Investment Program

The Trust's Asset Investment Program includes the continuation of conservation and interpretation works of heritage places for the long-term social, economic and environmental benefits of the Western Australian community. The Trust will also continue to maintain its information technology program, including the ongoing development of online facilities.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2015-16 Program.....	50	50	50	-	-	-	-
Property Restoration - 2015-16 Program.....	650	650	650	-	-	-	-
Upgrades - Old Perth Boys School.....	1,000	1,000	1,000	-	-	-	-
NEW WORKS							
Asset Replacement							
2016-17 Program.....	50	-	-	50	-	-	-
2017-18 Program.....	50	-	-	-	50	-	-
2018-19 Program.....	50	-	-	-	-	50	-
2019-20 Program.....	50	-	-	-	-	-	50
Property Restoration							
2016-17 Program.....	650	-	-	650	-	-	-
2017-18 Program.....	650	-	-	-	650	-	-
2018-19 Program.....	650	-	-	-	-	650	-
2019-20 Program.....	650	-	-	-	-	-	650
Total Cost of Asset Investment Program.....	4,500	1,700	1,700	700	700	700	700
FUNDED BY							
Capital Appropriation			435	435	435	435	435
Drawdowns from the Holding Account.....			265	265	265	265	265
Internal Funds and Balances.....			1,000	-	-	-	-
Total Funding.....			1,700	700	700	700	700

Financial Statements

Income Statement

Expenses

The decrease in supplies and services expenditure in the 2015-16 Estimated Actual compared to the 2015-16 Budget primarily relates to the decrease in the Aboriginal Foundations and heritage appeal related activities, along with a reduction in own source revenue that contributes towards maintenance expenditure. However, it is expected that 'business as usual' levels will return in 2016-17.

Income

The increase in grants and subsidies revenue in the 2015-16 Estimated Actual compared to the 2016-17 Budget Estimate is due to one-off monies received in 2015-16 for the conservation of the Old Perth Boys' School and Gallop House.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	2,976	3,026	3,026	3,019	3,015	3,013	3,011
Supplies and services	2,909	3,364	2,424	3,326	3,339	3,379	3,396
Accommodation	495	383	383	383	383	383	383
Depreciation and amortisation	698	650	650	650	650	650	650
Other expenses	315	584	584	584	584	584	584
TOTAL COST OF SERVICES	7,393	8,007	7,067	7,962	7,971	8,009	8,024
Income							
Sale of goods and services	1,092	1,273	1,273	1,273	1,273	1,273	1,273
Grants and subsidies	1,993	1,700	1,700	700	700	700	700
Other revenue	2,867	2,785	1,845	2,685	2,685	2,685	2,685
Total Income	5,952	5,758	4,818	4,658	4,658	4,658	4,658
NET COST OF SERVICES	1,441	2,249	2,249	3,304	3,313	3,351	3,366
INCOME FROM STATE GOVERNMENT							
Service appropriations	2,878	3,216	3,216	3,271	3,280	3,318	3,333
TOTAL INCOME FROM STATE GOVERNMENT	2,878	3,216	3,216	3,271	3,280	3,318	3,333
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,437	967	967	(33)	(33)	(33)	(33)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 30, 30 and 30 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,554	102	1,315	1,329	1,260	1,221	1,221
Restricted cash	5,413	3,123	4,413	4,160	3,990	3,790	3,551
Holding account receivables	265	265	265	265	265	265	265
Receivables	738	1,833	844	800	800	1,006	1,006
Other	86	96	86	86	86	86	86
Assets held for sale	1,156	-	1,156	1,156	1,156	1,156	1,156
Total current assets	9,212	5,419	8,079	7,796	7,557	7,524	7,285
NON-CURRENT ASSETS							
Holding account receivables	1,153	1,538	1,538	1,923	2,308	2,693	3,078
Property, plant and equipment	102,826	99,296	101,876	99,226	99,276	99,326	99,376
Intangibles	151	229	151	151	151	151	151
Other	1,661	1,661	1,661	1,661	1,661	1,661	1,661
Total non-current assets	105,791	102,724	105,226	102,961	103,396	103,831	104,266
TOTAL ASSETS	115,003	108,143	113,305	110,757	110,953	111,355	111,551
CURRENT LIABILITIES							
Employee provisions	799	766	799	799	799	799	799
Payables	303	1,431	203	3	47	47	41
Other	3,037	286	2,037	1,987	1,737	1,737	1,537
Total current liabilities	4,139	2,483	3,039	2,789	2,583	2,583	2,377
NON-CURRENT LIABILITIES							
Employee provisions	5	12	5	5	5	5	5
Total non-current liabilities	5	12	5	5	5	5	5
TOTAL LIABILITIES	4,144	2,495	3,044	2,794	2,588	2,588	2,382
EQUITY							
Contributed equity	28,575	27,011	27,010	24,745	25,180	25,615	26,050
Accumulated surplus/(deficit)	52,874	52,156	53,841	53,808	53,775	53,742	53,709
Reserves	29,410	26,481	29,410	29,410	29,410	29,410	29,410
Total equity	110,859	105,648	110,261	107,963	108,365	108,767	109,169
TOTAL LIABILITIES AND EQUITY	115,003	108,143	113,305	110,757	110,953	111,355	111,551

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	2,443	2,566	2,566	2,621	2,630	2,668	2,683
Capital appropriation.....	435	435	435	435	435	435	435
Holding account drawdowns.....	265	265	265	265	265	265	265
Receipts paid into Consolidated Account.....	-	(2,000)	-	-	-	-	-
Net cash provided by State Government.....	3,143	1,266	3,266	3,321	3,330	3,368	3,383
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(2,949)	(3,027)	(3,027)	(3,020)	(3,016)	(3,014)	(3,012)
Supplies and services.....	(2,997)	(3,486)	(2,546)	(3,448)	(3,461)	(3,501)	(3,518)
Accommodation.....	(495)	(366)	(366)	(366)	(366)	(366)	(366)
Other payments.....	(1,583)	(774)	(774)	(774)	(774)	(774)	(774)
Receipts							
Grants and subsidies.....	3,319	700	700	700	700	700	700
Sale of goods and services.....	589	1,273	1,273	1,273	1,273	1,273	1,273
GST receipts.....	1,217	270	270	270	270	270	270
Other receipts.....	5,453	2,605	1,665	2,505	2,505	2,505	2,505
Net cash from operating activities.....	2,554	(2,805)	(2,805)	(2,860)	(2,869)	(2,907)	(2,922)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(2,814)	(1,700)	(1,700)	(700)	(700)	(700)	(700)
Proceeds from sale of non-current assets.....	61	2,000	-	-	-	-	-
Net cash from investing activities.....	(2,753)	300	(1,700)	(700)	(700)	(700)	(700)
NET INCREASE/(DECREASE) IN CASH HELD	2,944	(1,239)	(1,239)	(239)	(239)	(239)	(239)
Cash assets at the beginning of the reporting period.....	4,023	4,464	6,967	5,728	5,489	5,250	5,011
Cash assets at the end of the reporting period	6,967	3,225	5,728	5,489	5,250	5,011	4,772

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

Part 11

Minister for Emergency Services; Fisheries; Corrective Services; Veterans

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Fire and Emergency Services			
	– Delivery of Services.....	16,267	16,441	18,702
	– Capital Appropriation.....	161	161	-
	Total.....	16,428	16,602	18,702
	State Emergency Management Committee Secretariat			
	– Delivery of Services.....	4,970	4,970	5,015
	Total.....	4,970	4,970	5,015
	Fisheries			
	– Delivery of Services.....	49,161	49,161	49,944
	– Capital Appropriation.....	210	210	1,005
	Total.....	49,371	49,371	50,949
	Corrective Services			
	– Delivery of Services.....	808,206	817,730	878,032
	– Capital Appropriation.....	18,674	22,157	14,158
	Total.....	826,880	839,887	892,190
	Office of the Inspector of Custodial Services			
	– Delivery of Services.....	3,570	3,570	3,617
	Total.....	3,570	3,570	3,617
	GRAND TOTAL			
	– Delivery of Services.....	882,174	891,872	955,310
	– Capital Appropriation.....	19,045	22,528	15,163
	Total	901,219	914,400	970,473

Division 55 Fire and Emergency Services

Part 11 Minister for Emergency Services; Fisheries; Corrective Services; Veterans

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 91 Net amount appropriated to deliver services	52,434	15,251	15,425	17,661	16,358	16,692	17,260
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	991	1,016	1,016	1,041	1,041	1,041	1,041
Total appropriations provided to deliver services.....	53,425	16,267	16,441	18,702	17,399	17,733	18,301
CAPITAL							
Capital Appropriation	-	161	161	-	1,500	-	-
TOTAL APPROPRIATIONS	53,425	16,428	16,602	18,702	18,899	17,733	18,301
EXPENSES							
Total Cost of Services.....	360,324	360,318	362,325	385,764	387,662	386,961	395,825
Net Cost of Services ^(a)	49,888	22,635	24,015	28,485	16,441	19,414	19,739
CASH ASSETS ^(b)	90,734	50,715	73,883	57,311	72,607	79,722	82,338

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Bushfire Risk Management Planning Process	-	2,993	-	-	-
Reduction in Indexation for Non-Salary Expenses	-	(39)	(98)	(156)	-
Reduction in Interest Payments.....	-	-	(126)	(126)	(126)
Revised 1.5% Public Sector Wages Policy	-	(113)	(1,849)	(3,642)	(5,513)
Road Crash Rescue Lithium Ion Expansion Tool.....	235	-	-	-	-
Royalties for Regions					
Regional Workers Incentive Allowance Payments.....	(32)	-	-	-	257
Volunteer Fuel Card	23	(7)	(6)	1,810	1,855
Volunteer Fuel Card	140	139	139	138	-

Significant Issues Impacting the Agency

- A demanding southern bushfire season has resulted in a number of independent reviews. The Government commissioned an inquiry into the Waroona/Yarloop bushfires (January 2016). The findings are expected to identify areas of strength and opportunities for improvement for the Department and partner agencies.
- Coordination of major emergency events continues to be a major focus. The Department and partner agencies continue to improve capacity and capability to manage bushfire risk across Western Australia. Significant achievements in 2015-16 include the mapping and declaration of bushfire prone areas, development of more effective mitigation planning processes and additional contracted personnel to support local governments in their bushfire risk management planning.
- Drafting of the new Emergency Services Act is anticipated to commence in 2016-17. The proposed legislation will clarify agency and stakeholder responsibilities for prevention and mitigation of emergencies as well as during incidents where a multi-agency response is required.
- A critical messaging system is anticipated to be implemented before the start of the 2016-17 fire season. The system will improve emergency services agencies' public information.
- The Department is collaborating with other emergency services organisations to ensure its approach to addressing its information and communications systems requirements is consistent with the 'Emergency Services Communications Strategy: 2016 Roadmap and Implementation Plan' and State Government Information Technology Strategy.
- The impact of demographic shifts across Western Australia continues to challenge the Department's ability to sustain the volunteer workforce. Issues include declining numbers of volunteers in the regions and a steady increase in volunteers' average age. These issues could impact volunteers' capability and capacity to respond to emergency incidents. Opportunities for improvement were highlighted in a performance audit conducted by the Auditor General into the management of emergency services volunteers. Recommendations from this audit have been incorporated into the Department's Emergency Services Volunteer Sustainability Strategy (2016-2024).

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.	Minimised occurrence and impact of preventable emergencies.	1. Community Awareness, Education and Information Services 2. Compliance and Technical Advisory Services
	Minimised impact of natural hazard emergencies.	
	An operational workforce that is trained and equipped to respond.	3. Training and Organisational Resourcing Services
	Minimised impact from emergencies through timely and effective response.	4. Frontline Services

Service Summary ^(a)

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Community Awareness, Education and Information Services	7,610	9,997	10,099	9,962	9,231	9,410	9,694
2. Compliance and Technical Advisory Services	13,071	18,421	17,681	18,763	15,494	14,860	15,282
3. Training and Organisational Resourcing Services	87,139	76,295	86,268	82,194	84,105	77,498	82,648
4. Frontline Services	252,504	255,605	248,277	274,845	278,832	285,193	288,201
Total Cost of Services	360,324	360,318	362,325	385,764	387,662	386,961	395,825

(a) In 2015-16, the agency revised its Outcome Based Management (OBM) structure as part of the Government's broader Budget Framework Reform initiative. The revised OBM structure will apply from the 2016-17 reporting period.

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Minimised occurrence and impact of preventable emergencies:					
Number of accidental residential fires per 100,000 households ^(b)	60.3	70	58	65	
Proportion of hazardous material sites with current Fire and Emergency Service Emergency Response Guides ^(c)	80.1%	90%	80%	90%	
Proportion of building plans assessed within specified timeframes ^(d)	n/a	n/a	98%	95%	
Outcome: Minimised impact of natural hazard emergencies:					
Number of community based Bushfire Ready Groups established ^(d)	n/a	n/a	197	207	
Outcome: An operational workforce that is trained and equipped to respond:					
Number of operational personnel endorsed as Level 3 Incident Controllers ^(c)	22	n/a	22	22	
Proportion of the Departments operational volunteers actively engaged in Pathways training ^(e)	41.7%	n/a	37.2%	43%	
Proportion of assets within specified replacement period parameters ^(e)	86%	n/a	85%	85%	
Proportion of first round Local Government Grant Scheme offers accepted ^(e)	70%	n/a	70%	70%	
Outcome: Minimised impact from emergencies through timely and effective response:					
Proportion of responses to incidents in Emergency Service Levy 1 and Emergency Service Levy 2 areas within target timeframes ^(e)	88.9%	n/a	88.9%	90%	
Proportion of the Departments volunteer turnouts within target timeframes ^(f)	93.8%	90%	94%	90%	
Proportion of structure fires confined to the object or room of origin ^(g)	73.6%	72%	76%	72%	
Proportion of Level 2 and Level 3 bushfires where no structures are lost or significantly damaged ^(e)	94.3%	n/a	98.3%	95%	

(a) In 2015-16, the agency revised its Outcome Based Management (OBM) structure as part of the Government's broader Budget Framework Reform initiative. The revised OBM structure will apply from the 2016-17 reporting period. Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.

(b) A lower result indicates better performance.

(c) This indicator has been modified from that reported previously.

(d) This is a new indicator. Results for previous years are not available.

(e) This is a new indicator. A higher result indicates better performance.

(f) Target for Volunteer Fire and Rescue Service turnouts from brigade notification to brigade on route to incidents is 90% of incidents within 14 minutes.

(g) A higher result indicates better performance.

Services and Key Efficiency Indicators

1. Community Awareness, Education and Information Services

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 7,610	\$'000 9,997	\$'000 10,099	\$'000 9,962	
Less Income	6,517	9,353	9,412	9,207	
Net Cost of Service	1,093	644	687	755	
Employees (Full Time Equivalents).....	21	21	21	21	
Efficiency Indicators					
Average Cost per Western Australian Household to Deliver Emergency Hazard Information and Awareness Programs.....	n/a	n/a	\$9.93	\$9.50	

2. Compliance and Technical Advisory Services

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 13,071	\$'000 18,421	\$'000 17,681	\$'000 18,763	
Less Income	11,470	17,234	16,477	17,418	
Net Cost of Service	1,601	1,187	1,204	1,345	
Employees (Full Time Equivalents).....	66	68	68	68	
Efficiency Indicators					
Average Cost per Fire and Emergency Service Emergency Response Guides Reviewed.....	n/a	n/a	\$581	\$673	
Average Cost per Building Plan Assessed.....	n/a	n/a	\$300	\$300	
Average Cost per Engaged Local Government to Support Bushfire Risk Management	n/a	n/a	\$26,629	\$30,233	

3. Training and Organisational Resourcing Services

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 87,139	\$'000 76,295	\$'000 86,268	\$'000 82,194	
Less Income	74,973	71,448	80,509	76,040	
Net Cost of Service	12,166	4,847	5,759	6,154	
Employees (Full Time Equivalents).....	142	145	146	145	
Efficiency Indicators					
Average Cost per Participant to Deliver Pathways Training	n/a	n/a	\$5,281	\$4,125	

4. Frontline Services

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	252,504	255,605	248,277	274,845	1
Less Income	217,476	239,648	231,912	254,614	2
Net Cost of Service.....	35,028	15,957	16,365	20,231	
Employees (Full Time Equivalents).....	1,242	1,276	1,274	1,301	
Efficiency Indicators					
Average Cost to Deliver Frontline Services per Western Australian	n/a	n/a	\$165.52	\$171.78	

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between 2015-16 Estimated Actual and the 2016-17 Budget Target is detailed in the notes to the Financial Statements (Income Statement).
2. The increase in income between 2015-16 Estimated Actual and the 2016-17 Budget Target is primarily due to an increase in Emergency Services Levy revenue.

Asset Investment Program

The Department's Asset Investment Program (AIP) for 2016-17 totals \$41.3 million, comprising new works of \$6.8 million and works in progress of \$34.5 million. The AIP is established within the Government's fiscal parameters and in conjunction with the application of a resource-to-risk/fit-for-purpose model to determine the emergency service infrastructure needs of communities and the Department's personnel, throughout the State. This process recognises demographic shifts and changing community safety issues.

An overview of the 2016-17 program is as follows:

- funding of \$19.5 million has been allocated for the ongoing vehicle and equipment replacement programs in line with the Department's maintenance and serviceable life replacement strategies;
- completion of the Geraldton (\$0.2 million), Bunbury (\$2.7 million) Albany (\$5.2 million) and Perth West (\$6.1 million) career fire stations;
- an amount of \$3.7 million has been provided for urgent minor works; and
- construction of a base facility for the South West Emergency Rescue Helicopter Service will continue at a cost of \$3.9 million.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Fire and Emergency Vehicles							
CFRS Incident Control Vehicle Replacement Program ^(a)	6,443	250	250	-	1,764	-	-
CFRS Urban Pump Replacement Program.....	35,092	17,079	4,496	4,592	2,886	-	-
Communication and Information and Communications Technology Support Replacement Program.....	1,481	240	161	249	-	-	-
Fire Crew Protection - Appliance Modification.....	2,816	1,034	863	1,071	711	-	-
Light Tanker Replacement Program	43,568	6,014	3,667	3,041	3,059	2,873	2,916
VES Unit Fleet Replacement Program ^(b)	25,367	9,310	1,080	2,269	2,995	2,010	2,014
VFRS GPA Replacement Program ^{(c) (d)}	12,483	7,341	1,498	-	-	-	-
Land and Building Works							
CFRS Albany Fire Station.....	9,110	3,887	3,850	5,223	-	-	-
CFRS Bunbury Fire Station	8,211	5,535	5,500	2,676	-	-	-
CFRS Geraldton Fire Station.....	6,530	6,343	4,876	187	-	-	-
CFRS Perth West Fire Station.....	18,950	12,807	12,575	6,143	-	-	-
South West Emergency Rescue Helicopter Service.....	7,310	2,924	2,924	3,874	512	-	-
Urgent Minor Works	56,607	8,034	3,647	3,680	3,700	4,715	4,833
Plant and Equipment Works							
Breathing Apparatus Replacement Program.....	2,963	2,163	800	800	-	-	-
Emergency Rescue Equipment Program	15,940	7,695	136	744	191	1,155	1,155
Heavy Rescue Air Cache Program	882	392	392	-	-	-	-
COMPLETED WORKS							
Fire and Emergency Vehicles							
CFRS GPA Replacement Program.....	827	827	89	-	-	-	-
Land and Building Works							
CFRS Butler Fire Station.....	5,415	5,415	879	-	-	-	-
CFRS Wangara Fire Station Modifications.....	588	588	382	-	-	-	-
NEW WORKS							
Fire and Emergency Vehicles							
CFRS Appliances Perth West.....	1,330	-	-	1,330	-	-	-
CFRS Specialist Equipment Tender and Pod Carrier Replacement Program	3,145	-	-	600	-	-	-
Personnel Transport, Training and Fleet Asset Replacement Program.....	992	-	-	-	160	-	-
VFRS Road Crash Rescue Trailer Replacement Program	2,301	-	-	210	220	231	231
VFRS Urban Tanker Replacement Program	46,474	-	-	4,654	4,660	4,533	4,278
Total Cost of Asset Investment Program.....	314,825	97,878	48,065	41,343	20,858	15,517	15,427
Loan and Other Repayments.....			4,953	4,823	13,040	6,239	6,239
Total.....	314,825	97,878	53,018	46,166	33,898	21,756	21,666
FUNDED BY							
Asset Sales.....			-	-	6,200	-	-
Borrowings.....			7,080	7,631	7,850	6,038	159
Capital Appropriation			161	-	1,500	-	-
Drawdowns from Royalties for Regions Fund ^(e)			7,944	1,071	1,111	-	-
Emergency Services Levy.....			11,682	17,324	11,404	9,479	15,268
Internal Funds and Balances.....			25,759	20,140	5,833	6,239	6,239
Other			392	-	-	-	-
Total Funding			53,018	46,166	33,898	21,756	21,666

(a) CFRS: Career Fire and Rescue Service.

(b) VES: Volunteer Emergency Service.

(c) VFRS: Volunteer Fire and Rescue Service.

(d) GPA: General Purpose Appliance.

(e) Regional Community Services Fund.

Financial Statements

Income Statement

Expenses

After adjusting for increases in expenses totalling \$7.6 million in 2016-17 relating to the South West Emergency Rescue Helicopter (\$3.3 million), Volunteer Marine Rescue Service Hull Replacement Program (\$1.4 million) and Depreciation (\$2.9 million), the 2016-17 Total Cost of Services represents an increase of \$15.9 million or 4.4% compared to the 2015-16 Estimated Actual. This increase is mainly attributable to the provision for award increases, cost escalation and the flow-on impact of previous policy decisions.

Income

Operating and State Government income totalling \$392.4 million for 2016-17 represents an increase of \$22.7 million or 6.1% compared to the 2015-16 Estimated Actual. This increase is mainly attributable to a \$18.4 million increase in the Emergency Services Levy, a \$1 million increase in other revenue associated with the Bushfire Risk Management Planning Process and a \$2.3 million increase in service appropriations.

Statement of Financial Position

Total assets are expected to increase by a net \$13.4 million in 2016-17 mainly as a result of an increase in Holding Account receivables (\$6.4 million), the ongoing construction of the South West Emergency Rescue Helicopter Service Base (\$3.9 million); the completion of Career Fire and Rescue Service Stations in Albany (\$5.2 million), Bunbury (\$2.7 million), Geraldton (\$0.2 million) and Perth West (\$6.1 million); Urgent Minor Works (\$3.7 million) and the ongoing Vehicle and Equipment Replacement Programs (\$19.4 million), partially offset by depreciation of \$21.4 million, together with a reduction in cash assets of \$16.6 million.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	192,467	197,346	197,589	206,089	208,768	211,635	215,149
Grants and subsidies ^(c)	43,239	42,313	41,337	43,323	42,111	41,273	42,164
Supplies and services	61,139	47,057	48,641	57,420	55,306	49,749	50,938
Accommodation	8,411	10,298	10,298	10,633	10,899	11,171	11,451
Depreciation and amortisation	15,554	18,360	18,513	21,402	23,038	23,567	25,314
Equipment Repairs and Maintenance	17,326	16,606	16,841	17,076	17,472	17,909	18,357
Other expenses	22,188	28,338	29,106	29,821	30,068	31,657	32,452
TOTAL COST OF SERVICES	360,324	360,318	362,325	385,764	387,662	386,961	395,825
Income							
Sale of goods and services	9,410	6,953	6,953	6,894	6,834	7,005	7,013
Regulatory fees and fines	289,676	320,521	320,521	338,891	352,443	349,985	358,516
Grants and subsidies	6,525	6,685	7,312	6,742	6,742	6,742	6,742
Other revenue	4,825	3,524	3,524	4,752	5,202	3,815	3,815
Total Income	310,436	337,683	338,310	357,279	371,221	367,547	376,086
NET COST OF SERVICES	49,888	22,635	24,015	28,485	16,441	19,414	19,739
INCOME FROM STATE GOVERNMENT							
Service appropriations	53,425	16,267	16,441	18,702	17,399	17,733	18,301
Resources received free of charge	2,003	745	2,000	2,000	2,000	2,000	2,000
Royalties for Regions Fund: Regional Community Services Fund	301	11,481	12,969	14,439	10,969	2,058	2,112
TOTAL INCOME FROM STATE GOVERNMENT	55,729	28,493	31,410	35,141	30,368	21,791	22,413
SURPLUS/(DEFICIENCY) FOR THE PERIOD	5,841	5,858	7,395	6,656	13,927	2,377	2,674

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 1,471, 1,509 and 1,535 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Exmouth Volunteer Marine Rescue Group	655	-	-	-	-	-	-
Fire Crew Protection	593	3,690	2,551	2,627	1,767	-	-
Geraldton Volunteer Marine Rescue Group	-	800	800	-	-	-	-
Local Government - Community Emergency Service Managers	2,121	2,395	2,470	2,532	2,595	2,660	2,726
Local Government Emergency Services Grants	35,459	29,025	29,025	29,303	30,906	31,830	32,626
Other	1,574	717	782	1,752	2,260	243	1,467
Surf Life Saving Western Australia	1,276	1,314	1,314	1,347	1,381	1,415	1,450
Volunteer Fuel Card	-	1,751	1,774	1,746	1,749	1,718	1,762
Volunteer Marine Rescue Service	1,561	2,621	2,621	4,016	1,453	3,407	2,133
TOTAL	43,239	42,313	41,337	43,323	42,111	41,273	42,164

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	88,932	44,535	68,028	55,330	70,738	77,853	80,469
Restricted cash	1,802	2,908	5,855	1,981	1,869	1,869	1,869
Receivables	8,025	5,224	8,024	8,021	8,121	8,071	8,101
Other.....	10,941	21,833	21,832	21,847	21,747	21,797	21,767
Total current assets	109,700	74,500	103,739	87,179	102,475	109,590	112,206
NON-CURRENT ASSETS							
Holding account receivables	19,763	25,261	25,295	31,716	38,627	45,697	53,291
Property, plant and equipment	334,684	358,734	369,593	393,158	391,257	385,768	376,154
Intangibles	1,028	1,271	1,034	1,054	613	-	-
Other.....	833	4,083	833	833	833	833	833
Total non-current assets	356,308	389,349	396,755	426,761	431,330	432,298	430,278
TOTAL ASSETS	466,008	463,849	500,494	513,940	533,805	541,888	542,484
CURRENT LIABILITIES							
Employee provisions	23,584	17,986	23,518	23,451	23,451	23,451	23,451
Payables	6,788	6,160	7,388	7,996	7,976	8,006	8,001
Other.....	6,252	7,470	8,808	17,705	11,564	12,493	13,227
Total current liabilities	36,624	31,616	39,714	49,152	42,991	43,950	44,679
NON-CURRENT LIABILITIES							
Employee provisions	9,795	9,013	9,861	9,928	9,928	9,928	9,928
Borrowings	62,230	70,892	69,867	64,458	66,069	65,868	59,788
Other.....	3,233	811	2,033	-	-	-	-
Total non-current liabilities	75,258	80,716	81,761	74,386	75,997	75,796	69,716
TOTAL LIABILITIES.....	111,882	112,332	121,475	123,538	118,988	119,746	114,395
EQUITY							
Contributed equity	334,700	404,316	348,417	349,488	359,976	364,924	368,197
Accumulated surplus/(deficit).....	(35,383)	(92,627)	(27,988)	(21,332)	(7,405)	(5,028)	(2,354)
Reserves.....	54,809	39,828	58,590	62,246	62,246	62,246	62,246
Total equity	354,126	351,517	379,019	390,402	414,817	422,142	428,089
TOTAL LIABILITIES AND EQUITY	466,008	463,849	500,494	513,940	533,805	541,888	542,484

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	48,095	10,769	10,909	12,281	10,488	10,663	10,707
Capital appropriation.....	-	161	161	-	1,500	-	-
Holding account drawdowns.....	5,000	-	-	-	-	-	-
Royalties for Regions Fund: Regional Community Services Fund.....	301	19,644	20,913	15,510	12,080	2,058	2,112
Net cash provided by State Government.....	53,396	30,574	31,983	27,791	24,068	12,721	12,819
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(190,139)	(195,834)	(196,077)	(206,544)	(207,539)	(210,406)	(214,150)
Grants and subsidies.....	(30,779)	(42,313)	(41,337)	(43,323)	(42,111)	(41,273)	(42,164)
Supplies and services.....	(61,272)	(51,121)	(51,450)	(54,974)	(49,823)	(44,259)	(45,441)
Accommodation.....	(8,411)	(10,298)	(10,298)	(10,633)	(10,899)	(11,171)	(11,451)
Other payments.....	(50,264)	(54,329)	(55,332)	(56,229)	(56,889)	(58,922)	(60,172)
Receipts							
Regulatory fees and fines.....	289,659	325,015	325,015	338,891	352,443	349,985	358,516
Grants and subsidies.....	3,129	5,785	6,412	5,842	5,842	5,842	5,842
Sale of goods and services.....	9,335	7,853	7,853	7,794	7,734	7,905	7,913
GST receipts.....	15,031	8,794	8,794	8,794	8,794	8,794	8,794
Other receipts.....	7,909	3,524	3,524	4,554	3,524	3,617	3,617
Net cash from operating activities.....	(15,802)	(2,924)	(2,896)	(5,828)	11,076	10,112	11,304
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(19,093)	(38,784)	(48,065)	(41,343)	(20,858)	(15,517)	(15,427)
Proceeds from sale of non-current assets.....	803	-	-	-	6,200	-	-
Net cash from investing activities.....	(18,290)	(38,784)	(48,065)	(41,343)	(14,658)	(15,517)	(15,427)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(3,338)	(10,353)	(10,353)	(10,223)	(18,440)	(11,639)	(11,639)
Proceeds from borrowings.....	-	12,480	12,480	13,031	13,250	11,438	5,559
Net cash from financing activities.....	(3,338)	2,127	2,127	2,808	(5,190)	(201)	(6,080)
NET INCREASE/(DECREASE) IN CASH HELD	15,966	(9,007)	(16,851)	(16,572)	15,296	7,115	2,616
Cash assets at the beginning of the reporting period	76,630	59,722	90,734	73,883	57,311	72,607	79,722
Net cash transferred to/from other agencies....	(1,862)	-	-	-	-	-	-
Cash assets at the end of the reporting period	90,734	50,715	73,883	57,311	72,607	79,722	82,338

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

Division 56 State Emergency Management Committee Secretariat

Part 11 Minister for Emergency Services; Fisheries; Corrective Services; Veterans

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 92 Net amount appropriated to deliver services	4,798	4,970	4,970	5,015	5,043	5,137	5,189
Total appropriations provided to deliver services.....	4,798	4,970	4,970	5,015	5,043	5,137	5,189
TOTAL APPROPRIATIONS	4,798	4,970	4,970	5,015	5,043	5,137	5,189
EXPENSES							
Total Cost of Services.....	8,094	8,370	10,754	8,961	8,448	8,542	8,594
Net Cost of Services ^(a)	4,923	5,238	5,238	5,288	5,316	5,410	5,462
CASH ASSETS ^(b)	5,497	4,085	5,497	5,497	5,497	5,497	5,497

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	49	-	-	-
National Bushfire Mitigation Program	605	299	-	-	-
National Emergency Management Program	213	242	-	-	-
Natural Disaster Resilience Program Activities	1,566	-	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(2)	(31)	(62)	(93)

Significant Issues Impacting the Agency

- The State Emergency Management Committee (SEMC) Secretariat is implementing a strategic State-wide, All Hazards, Risk Management Program. This program sees the adoption of a consistent approach to Risk Management across the emergency sector, including the vast range of stakeholders involved, from local to State Governments, to the not-for-profit sector, industry groups and businesses. The program calls for a comprehensive assessment of all 27 prescribed hazards at State, district and local level, with the outputs of the assessment helping the State prioritise resource allocation and to develop the most cost-effective mitigation programs. Given the size of the State, the number of hazards to which the State is exposed and the vast numbers of stakeholders, the project complexity is very high. However, this comprehensive approach is required if the State is to truly develop thorough resilience.
- The National Partnership Agreement for Natural Disaster Resilience expired on 30 June 2015, however it was extended for a further two years until 30 June 2017. This will enable SEMC Secretariat to continue with important resilience work for the State.

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.	Effective strategic coordination of emergency management.	1. Emergency Management Advice and Consultation

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Emergency Management Advice and Consultation	8,094	8,370	10,754	8,961	8,448	8,542	8,594
Total Cost of Services	8,094	8,370	10,754	8,961	8,448	8,542	8,594

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Effective strategic coordination of emergency management:					
Stakeholder assessment of strategic coordination and quality of emergency management.....	61%	60%	60%	60%	

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

Services and Key Efficiency Indicators**1. Emergency Management Advice and Consultation**

Provision of committee support for the SEMC Secretariat, policy and legislation development and review, advice/assistance, information sharing and awareness building, community engagement and capacity building.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 8,094	\$'000 8,370	\$'000 10,754	\$'000 8,961	1
Less Income	3,171	3,132	5,516	3,673	1
Net Cost of Service	4,923	5,238	5,238	5,288	
Employees (Full Time Equivalents).....	26	27	30	30	
Efficiency Indicators ^(a)					
Average Hourly Cost of Providing Emergency Management Advice and Consultation.....	\$54	\$56	\$56	\$56	

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

Explanation of Significant Movements

1. The 2015-16 Estimated Actual exceeds the 2015-16 Budget due to the deferral of grants received under the National Partnership Agreement for the Natural Disaster Resilience Program (NDRP) in 2015-16.

Financial Statements**Income Statement***Expenses*

Total Cost of Services shows a decrease of \$1.8 million (16.7%) for the 2016-17 Budget Estimate compared to the 2015-16 Estimated Actual. This decrease is mainly attributable to a reduction of \$1.9 million in grants and subsidies expenditure.

Income

Total income shows a decrease of \$1.8 million (35.2%) in the 2016-17 Budget Estimate compared to the 2015-16 Estimated Actual, which is due to a one-off Commonwealth grant payment under the NDRP in 2015-16.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	3,243	3,219	4,172	4,688	3,236	3,280	3,301
Grants and subsidies ^(c)	3,127	3,132	4,443	2,506	3,512	3,512	3,512
Supplies and services	805	1,011	1,100	712	648	677	708
Accommodation	605	660	720	720	720	736	736
Depreciation and amortisation	86	74	74	73	-	-	-
Other expenses	228	274	245	262	332	337	337
TOTAL COST OF SERVICES	8,094	8,370	10,754	8,961	8,448	8,542	8,594
Income							
Grants and subsidies	3,132	3,132	5,516	3,673	3,132	3,132	3,132
Other revenue	39	-	-	-	-	-	-
Total Income	3,171	3,132	5,516	3,673	3,132	3,132	3,132
NET COST OF SERVICES	4,923	5,238	5,238	5,288	5,316	5,410	5,462
INCOME FROM STATE GOVERNMENT							
Service appropriations	4,798	4,970	4,970	5,015	5,043	5,137	5,189
Resources received free of charge	402	268	268	273	273	273	273
TOTAL INCOME FROM STATE GOVERNMENT	5,200	5,238	5,238	5,288	5,316	5,410	5,462
SURPLUS/(DEFICIENCY) FOR THE PERIOD	277	-	-	-	-	-	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 26, 30 and 30 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
National Bushfire Mitigation Program	-	-	605	299	-	-	-
Natural Disaster Resilience Program	3,127	3,132	3,838	2,207	3,512	3,512	3,512
TOTAL	3,127	3,132	4,443	2,506	3,512	3,512	3,512

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	352	138	352	352	352	352	352
Restricted cash	5,145	3,947	5,145	5,145	5,145	5,145	5,145
Receivables	298	103	298	298	298	298	298
Other.....	115	2	115	115	115	115	115
Total current assets	5,910	4,190	5,910	5,910	5,910	5,910	5,910
NON-CURRENT ASSETS							
Holding account receivables.....	-	148	74	147	147	147	147
Property, plant and equipment.....	162	221	88	15	15	15	15
Other.....	17	(148)	17	17	17	17	17
Total non-current assets	179	221	179	179	179	179	179
TOTAL ASSETS	6,089	4,411	6,089	6,089	6,089	6,089	6,089
CURRENT LIABILITIES							
Employee provisions	504	442	504	504	504	504	504
Payables	73	329	73	73	73	73	73
Other.....	32	31	32	32	32	32	32
Total current liabilities	609	802	609	609	609	609	609
NON-CURRENT LIABILITIES							
Employee provisions	176	179	176	176	176	176	176
Total non-current liabilities	176	179	176	176	176	176	176
TOTAL LIABILITIES.....	785	981	785	785	785	785	785
EQUITY							
Contributed equity	3,754	3,754	3,754	3,754	3,754	3,754	3,754
Accumulated surplus/(deficit).....	1,550	(324)	1,550	1,550	1,550	1,550	1,550
Total equity	5,304	3,430	5,304	5,304	5,304	5,304	5,304
TOTAL LIABILITIES AND EQUITY	6,089	4,411	6,089	6,089	6,089	6,089	6,089

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	4,798	4,896	4,896	4,942	5,043	5,137	5,189
Net cash provided by State Government.....	4,798	4,896	4,896	4,942	5,043	5,137	5,189
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(3,398)	(3,219)	(4,172)	(4,688)	(3,236)	(3,280)	(3,301)
Grants and subsidies.....	(3,334)	(3,132)	(4,443)	(2,506)	(3,512)	(3,512)	(3,512)
Supplies and services	(425)	(743)	(832)	(439)	(375)	(404)	(435)
Accommodation	(664)	(660)	(720)	(720)	(720)	(736)	(736)
Other payments.....	(576)	(274)	(245)	(262)	(332)	(337)	(337)
Receipts ^(b)							
Grants and subsidies.....	3,132	3,132	5,516	3,673	3,132	3,132	3,132
GST receipts.....	285	-	-	-	-	-	-
Other receipts	41	-	-	-	-	-	-
Net cash from operating activities	(4,939)	(4,896)	(4,896)	(4,942)	(5,043)	(5,137)	(5,189)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(44)	-	-	-	-	-	-
Net cash from investing activities.....	(44)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(185)	-	-	-	-	-	-
Cash assets at the beginning of the reporting period	5,682	4,085	5,497	5,497	5,497	5,497	5,497
Cash assets at the end of the reporting period	5,497	4,085	5,497	5,497	5,497	5,497	5,497

(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 SEMC Secretariat. 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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Funds for Natural Disaster Resilience Program	3,132	3,132	5,516	3,673	3,132	3,132	3,132
GST Receipts							
Receipts on Sales	285	-	-	-	-	-	-
Other Receipts							
Other Receipts	41	-	-	-	-	-	-
TOTAL	3,458	3,132	5,516	3,673	3,132	3,132	3,132

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

Division 57 Fisheries

Part 11 Minister for Emergency Services; Fisheries; Corrective Services; Veterans

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 93 Net amount appropriated to deliver services	53,854	48,818	48,818	49,592	49,554	49,098	49,071
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	333	343	343	352	352	361	361
Total appropriations provided to deliver services.....	54,187	49,161	49,161	49,944	49,906	49,459	49,432
CAPITAL							
Item 157 Capital Appropriation.....	2,261	210	210	1,005	85	85	85
TOTAL APPROPRIATIONS	56,448	49,371	49,371	50,949	49,991	49,544	49,517
EXPENSES							
Total Cost of Services.....	98,914	86,851	87,234	87,465	84,415	83,617	83,103
Net Cost of Services ^(a)	63,180	51,218	51,601	52,261	49,808	48,891	48,736
CASH ASSETS ^(b)	12,853	8,445	8,069	5,877	6,144	6,761	8,409

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Aquaculture Development Zones	-	1,300	-	-	-
Kimberley Science and Conservation Strategy Marine Parks.....	-	-	1,315	1,315	1,315
Multi Species Mollusc Hatchery.....	-	450	450	450	450
Revised 1.5% Public Sector Wages Policy	-	(24)	(490)	(957)	(1,437)
Royalties for Regions					
Marine Parks Management.....	52	-	-	-	-
Regional Workers Incentives Allowance Payments.....	(8)	-	-	-	234
Shark Hazard Mitigation.....	-	1,050	1,050	1,050	1,050
Snapper Guardians Program.....	-	150	150	-	-

Significant Issues Impacting the Agency

- The Aquatic Resources Management Bill 2015 is designed to replace the *Fish Resources Management Act 1994* and the *Pearling Act 1990* and will provide significant opportunity for the Department to enhance fisheries management arrangements in Western Australia for long-term sustainability, including a focus on risk based resource management and strengthening of access rights for the commercial and recreational sectors. The new legislation will also provide enhanced capacity for aquaculture and biosecurity management.
- The Department continues to roll-out assessment of the State's commercial fisheries under the world leading Marine Stewardship Council (MSC) sustainable fishing standard. All fisheries have been pre-assessed against the MSC standard and in the 2015-16 financial year two fisheries, Exmouth Gulf and Shark Bay prawn, were certified to MSC standard. These fisheries join the West Coast Rock Lobster fishery in having MSC certification. More fisheries are now undergoing full assessment with others expressing interest. There is also an opportunity for some aquaculture enterprises to seek certification from the Aquaculture Stewardship Council, which is an organisation affiliated with the MSC.
- Western Australia has a significant opportunity to develop a major aquaculture industry, based on large-scale production of marine finfish and shellfish. The Department continues to focus on the establishment and development of aquaculture zones in the Mid West and Kimberley. It is also working with industry and other departments on further aquaculture development zones in the regions, and continuing to provide critical fish health, research and regulatory support to industry.
- A significant challenge for fisheries management is dealing with the environmental fluctuations and major climatic events that can affect Western Australia's aquatic resources. For example, the effects of a 'marine heatwave' that occurred in early 2011, continue to have adverse effects on abalone stocks near Kalbarri and in Perth, on scallops in Shark Bay and the Mid West and blue swimmer crabs in Cockburn Sound. This has required a series of management actions to ensure the sustainability of these stocks and additional research to better understand how these effects can be incorporated into future planning.

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
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.	Conservation and sustainable development of the State's fish resources.	1. Fisheries Management 2. Enforcement and Education 3. Research and Assessment

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Fisheries Management.....	25,667	21,313	20,514	21,686	21,232	20,922	20,736
2. Enforcement and Education.....	45,831	42,883	42,190	40,912	38,924	38,621	38,505
3. Research and Assessment.....	27,416	22,655	24,530	24,867	24,259	24,074	23,862
Total Cost of Services	98,914	86,851	87,234	87,465	84,415	83,617	83,103

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Conservation and sustainable development of the State's fish resources:					
The proportion of fish stocks identified as not being at risk or vulnerable through exploitation.....	97%	97%	97%	97%	
The proportion of commercial fisheries where catches or effort levels are acceptable	89%	95%	93%	95%	
The proportion of recreational fisheries where catches or effort levels are acceptable	85%	80%	85%	85%	1
The volume of State commercial fisheries (including aquaculture) production.....	19,961	21,000	20,500	21,000	
The participation rate in recreational fishing.....	30%	30%	30%	30%	
Satisfaction rating of the broader community and stakeholders as to their perceptions of the extent to which the Department is achieving aquatic resources management objectives:					
Community.....	84%	85%	85%	85%	
Stakeholders	80%	n/a	n/a	75%	2

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

Explanation of Significant Movements

(Notes)

- Most data for this indicator comes from the 2013-14 boat based survey, the next biennial survey is currently underway.
- The Department survey of main stakeholders is conducted every two years, as such no results will be available for 2015-16. The next survey will be conducted in 2016-17.

Services and Key Efficiency Indicators

1. Fisheries Management

Fisheries management includes the development of policy and procedural frameworks for the management of the State's fisheries, aquaculture and the aquatic environment including legislation and management plans, consultation with fishing industry stakeholders and the community.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 25,667	\$'000 21,313	\$'000 20,514	\$'000 21,686	
Less Income	10,669	8,098	10,639	10,511	1
Net Cost of Service	14,998	13,215	9,875	11,175	
Employees (Full Time Equivalents).....	92	83	85	85	
Efficiency Indicators					
Average Cost per Hour of Management (Excluding Grants and Fisheries Adjustments)	\$200	\$166	\$166	\$179	

Explanation of Significant Movements

(Notes)

1. The variance between 2015-16 Budget and 2015-16 Estimated Actual is attributable to a change in calculation methodology following an assessment of the 2014-15 Actual results.

2. Enforcement and Education

Through the enforcement and education service the Department raises community awareness and understanding of fisheries and aquatic management issues and the need to adhere to the rules governing these activities. This service enforces fishing rules and also plans and instigates investigations and enforcement strategies.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 45,831	\$'000 42,883	\$'000 42,190	\$'000 40,912	
Less Income	18,312	16,294	18,260	18,040	1
Net Cost of Service	27,519	26,589	23,930	22,872	
Employees (Full Time Equivalents).....	203	190	189	189	
Efficiency Indicators					
Average Cost per Hour of Enforcement and Education.....	\$179	\$170	\$164	\$159	

Explanation of Significant Movements

(Notes)

1. The variance between 2015-16 Budget and 2015-16 Estimated Actual is attributable to a change in calculation methodology following an assessment of the 2014-15 Actual results.

3. Research and Assessment

The research and assessment service provides scientific knowledge for the sustainable management of the State's fisheries and aquatic resources and the associated environment.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 27,416	\$'000 22,655	\$'000 24,530	\$'000 24,867	
Less Income	6,753	11,241	6,734	6,653	1
Net Cost of Service	20,663	11,414	17,796	18,214	
Employees (Full Time Equivalents).....	193	180	179	179	
Efficiency Indicators					
Average Cost per Hour of Research and Assessment	\$113	\$95	\$115	\$116	1

Explanation of Significant Movements

(Notes)

1. The variance between 2015-16 Budget and 2015-16 Estimated Actual is attributable to a change in calculation methodology following an assessment of the 2014-15 Actual results.

Asset Investment Program

The Asset Investment Program (AIP) provides for the replacement, maintenance, upgrade and expansion of assets that support the delivery of services throughout the State. These assets include, but are not limited to, buildings and infrastructure, marine vessels, information systems and operational equipment.

The AIP also provides for the progressive replacement of the Department's small boat fleet used for conducting 'at sea' compliance, research and marine safety activities. There has been an adjustment in the timing of expenditure for the Small Boats and Trailer Replacement Program with greater expenditure occurring in the forward estimates. The upgrade and replacement of public jetties at East Wallabi and Beacon Islands are scheduled for completion in 2016-17.

The balance of expenditure on works in progress is allocated to the replacement and upgrade of operational equipment, computer hardware and software, minor infrastructure and to undertake minor accommodation refurbishment in offices throughout the State.

The Department will also undertake new works of \$0.5 million for the replacement of receivers for the Shark Monitoring Network and \$0.5 million for a Multi Species Mollusc Hatchery in 2016-17.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Abrolhos Islands Program							
Airstrips Rolling Program.....	757	357	-	100	100	100	100
General Rolling Program.....	1,687	887	42	200	200	200	200
Replacement and Upgrade of Public Jetties at East Wallabi and Beacon Islands.....	2,010	1,112	1,000	898	-	-	-
Computing Hardware and Software - Rolling Program.....	5,673	3,473	565	550	550	550	550
Fit-out, Furniture and Office Equipment - Rolling Program.....	4,817	2,417	377	600	600	600	600
Information Systems Development - Rolling Program.....	2,499	899	416	400	400	400	400
Operational Equipment - Rolling Program	4,082	1,965	655	875	414	414	414
Small Boats, Outboards and Trailers - Rolling Program.....	10,319	5,338	825	910	990	1,520	1,561
COMPLETED WORKS							
Aquaculture Upgrades - Rolling Program	502	502	165	-	-	-	-
Buildings - Karratha Storage Facility.....	921	921	704	-	-	-	-
Computing Hardware and Software Re-establishment of Corporate Services.....	705	705	596	-	-	-	-
Fit-out, Furniture and Office Equipment Karratha Regional Office	1,035	1,035	238	-	-	-	-
Information Systems Development Entitlements Management System	10,880	10,880	401	-	-	-	-
Shark Monitoring Network	600	600	372	-	-	-	-
Small Boats, Outboards and Trailers Great Kimberley Marine Park Vessel ^(a)	70	70	70	-	-	-	-
NEW WORKS							
Multi Species Mollusc Hatchery.....	500	-	-	500	-	-	-
Shark Monitoring Network	720	-	-	495	75	75	75
Total Cost of Asset Investment Program.....	47,777	31,161	6,426	5,528	3,329	3,859	3,900
FUNDED BY							
Capital Appropriation			210	1,005	85	85	85
Asset Sales.....			334	334	334	334	107
Drawdowns from the Holding Account.....			1,653	1,778	1,939	2,417	3,453
Internal Funds and Balances.....			3,030	1,333	-	-	-
Other			978	978	971	1,023	255
Drawdowns from Royalties for Regions Fund ^(b)			221	100	-	-	-
Total Funding.....			6,426	5,528	3,329	3,859	3,900

(a) Funded from the Royalties for Regions Fund.

(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Statement of Financial Position

The Department's total equity is expected to increase by \$1.7 million (1.9%) between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate. This reflects a decrease in total liabilities of \$4.8 million (8%) and a decrease in total assets of \$3.1 million (2.3%). The expected decrease in total liabilities is due mainly to reduced borrowings with the decrease in total assets due mainly to the impact of increased depreciation and amortisation charges.

Statement of Cashflows

The 2016-17 closing cash assets balance of \$5.9 million represents a decrease of \$2.2 million (27%) in comparison to the 2015-16 Estimated Actual. The decrease is mainly due to the allocation of internal funds to the AIP.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	56,717	54,350	54,342	55,112	55,506	55,214	55,457
Grants and subsidies ^(c)	1,833	1,127	1,127	1,727	1,727	1,577	1,577
Supplies and services	18,727	10,000	12,552	11,218	8,610	8,545	8,546
Accommodation	3,900	3,296	3,296	3,296	3,296	3,243	3,191
Depreciation and amortisation	7,612	6,869	6,869	6,869	6,869	6,869	6,869
Equipment Repairs and Maintenance	2,658	2,584	2,584	2,941	2,491	2,466	2,417
Other expenses	7,467	8,625	6,464	6,302	5,916	5,703	5,046
TOTAL COST OF SERVICES	98,914	86,851	87,234	87,465	84,415	83,617	83,103
Income							
Sale of goods and services	156	148	148	152	152	152	152
Regulatory fees and fines	26,684	29,013	29,013	29,013	29,013	29,013	29,013
Grants and subsidies	2,826	2,633	2,633	2,666	2,666	2,666	2,666
Other revenue	6,068	3,839	3,839	3,373	2,776	2,895	2,536
Total Income	35,734	35,633	35,633	35,204	34,607	34,726	34,367
NET COST OF SERVICES	63,180	51,218	51,601	52,261	49,808	48,891	48,736
INCOME FROM STATE GOVERNMENT							
Service appropriations	54,187	49,161	49,161	49,944	49,906	49,459	49,432
Resources received free of charge	1,104	796	1,096	1,112	1,112	1,112	1,112
Royalties for Regions Fund: Regional Community Services Fund	1,243	1,193	743	1,516	220	226	234
TOTAL INCOME FROM STATE GOVERNMENT	56,534	51,150	51,000	52,572	51,238	50,797	50,778
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(6,646)	(68)	(601)	311	1,430	1,906	2,042

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 488, 453 and 453 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Fisheries Research Grants	1,833	1,002	1,002	1,002	1,002	1,002	1,002
Grant to RecFishWest Snapper Guardians Program	-	-	-	150	150	-	-
Grants to Fishers with Disabilities Association Inc	-	75	75	75	75	75	75
Other Grants	-	50	50	500	500	500	500
TOTAL	1,833	1,127	1,127	1,727	1,727	1,577	1,577

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	7,345	5,374	4,834	2,415	2,455	2,845	4,266
Restricted cash	5,652	3,070	3,379	3,379	3,379	3,379	3,379
Holding account receivables	2,054	2,007	2,408	2,637	2,705	2,295	2,054
Receivables	1,582	1,540	1,582	1,609	1,636	2,437	2,947
Other	5,539	5,536	5,701	5,873	6,045	6,217	6,647
Total current assets	22,172	17,527	17,904	15,913	16,220	17,173	19,293
NON-CURRENT ASSETS							
Holding account receivables	11,862	16,332	16,332	20,802	25,272	29,742	32,954
Property, plant and equipment	53,963	56,112	52,126	51,201	49,356	47,511	45,666
Intangibles	12,416	11,274	11,378	9,512	7,646	5,780	3,914
Restricted cash	-	-	-	227	454	681	908
Other	40,900	41,964	39,007	35,981	31,408	27,365	19,571
Total non-current assets	119,141	125,682	118,843	117,723	114,136	111,079	103,013
TOTAL ASSETS	141,313	143,209	136,747	133,636	130,356	128,252	122,306
CURRENT LIABILITIES							
Employee provisions	12,760	10,814	9,990	9,990	9,990	9,990	9,990
Payables	3,691	2,544	3,341	3,118	2,895	3,372	2,772
Other	6,838	13,249	7,000	7,172	7,344	7,516	8,579
Total current liabilities	23,289	26,607	20,331	20,280	20,229	20,878	21,341
NON-CURRENT LIABILITIES							
Employee provisions	3,013	3,603	2,337	2,337	2,337	2,337	2,337
Borrowings	29,164	24,666	24,664	19,896	14,860	9,824	996
Total non-current liabilities	32,177	28,269	27,001	22,233	17,197	12,161	3,333
TOTAL LIABILITIES	55,466	54,876	47,332	42,513	37,426	33,039	24,674
EQUITY							
Contributed equity	86,971	86,545	87,402	88,507	88,592	88,677	88,762
Accumulated surplus/(deficit)	(12,968)	(9,240)	(10,123)	(9,812)	(8,382)	(6,476)	(4,434)
Reserves	11,844	11,028	12,136	12,428	12,720	13,012	13,304
Total equity	85,847	88,333	89,415	91,123	92,930	95,213	97,632
TOTAL LIABILITIES AND EQUITY	141,313	143,209	136,747	133,636	130,356	128,252	122,306

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	50,049	42,684	42,684	43,467	43,429	42,982	43,008
Capital appropriation.....	2,261	210	210	1,005	85	85	85
Holding account drawdowns.....	2,007	2,007	1,653	1,778	1,939	2,417	3,453
Royalties for Regions Fund: Regional Community Services Fund.....	1,243	1,242	963	1,615	220	226	234
Net cash provided by State Government.....	55,560	46,143	45,510	47,865	45,673	45,710	46,780
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(55,969)	(54,350)	(57,953)	(55,112)	(55,506)	(55,214)	(55,457)
Grants and subsidies.....	(1,833)	(1,127)	(1,127)	(1,727)	(1,727)	(1,577)	(1,577)
Supplies and services.....	(12,839)	(8,359)	(8,411)	(7,254)	(4,647)	(4,614)	(4,638)
Accommodation.....	(5,379)	(3,296)	(3,296)	(3,296)	(3,296)	(3,243)	(3,191)
Other payments.....	(14,059)	(16,154)	(16,193)	(16,216)	(15,457)	(15,272)	(14,502)
Receipts ^(b)							
Regulatory fees and fines.....	26,885	29,013	29,013	29,013	29,013	29,013	29,013
Grants and subsidies.....	2,772	2,633	2,633	2,666	2,666	2,666	2,666
Sale of goods and services.....	156	148	148	151	151	151	151
GST receipts.....	3,820	3,848	3,848	3,848	3,848	3,848	3,848
Other receipts.....	4,846	3,525	3,525	3,064	2,467	2,467	1,931
Net cash from operating activities.....	(51,600)	(44,119)	(47,813)	(44,863)	(42,488)	(41,775)	(41,756)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(8,386)	(4,579)	(6,426)	(5,528)	(3,329)	(3,859)	(3,900)
Proceeds from sale of non-current assets.....	-	334	334	334	334	379	362
Net cash from investing activities.....	(8,386)	(4,245)	(6,092)	(5,194)	(2,995)	(3,480)	(3,538)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(4,054)	(4,269)	(4,269)	(4,522)	(4,790)	(4,790)	(5,966)
Proceeds from borrowings.....	986	-	-	-	-	-	-
Other proceeds.....	3,358	4,269	4,269	4,522	4,790	4,790	5,966
Net cash from financing activities.....	290	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(4,136)	(2,221)	(8,395)	(2,192)	190	455	1,486
Cash assets at the beginning of the reporting period.....	17,294	10,666	12,853	8,069	5,877	6,144	6,761
Net cash transferred to/from other agencies....	(305)	-	3,611	-	77	162	162
Cash assets at the end of the reporting period	12,853	8,445	8,069	5,877	6,144	6,761	8,409

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Other Grants and Subsidies	2,772	2,633	2,633	2,666	2,666	2,666	2,666
Sale of Goods and Services							
Sale of Goods	156	148	148	151	151	151	151
GST Receipts							
GST Input Credits	3,428	3,267	3,267	3,267	3,267	3,267	3,267
GST Receipts on Sales	392	581	581	581	581	581	581
Other Receipts							
Other Revenue	4,846	3,525	3,525	3,064	2,467	2,467	1,931
TOTAL	11,594	10,154	10,154	9,729	9,132	9,132	8,596

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Fines							
Fisheries Infringements	317	-	-	-	-	-	-
TOTAL ADMINISTERED INCOME	317	-	-	-	-	-	-
EXPENSES							
Other							
Fisheries Infringements - Payments to the Consolidated Account	317	-	-	-	-	-	-
TOTAL ADMINISTERED EXPENSES	317	-	-	-	-	-	-

Agency Special Purpose Account Details**RECREATIONAL FISHING SPECIAL PURPOSE ACCOUNT**

Account Purpose: The Recreational Fishing Special Purpose Account was established under the *Fish Resources Management Act 1994* (the Act). The purpose of the account is to hold funds which may be applied by the Minister to any of the purposes prescribed by section 239 of this Act. The funds support activity relating to recreational fishing.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	1,729	1,323	1,420	282
Receipts:				
Appropriations	11,021	9,125	9,023	9,545
Other	7,743	7,728	7,738	7,654
	20,493	18,176	18,181	17,481
Payments	19,073	16,645	17,899	17,071
CLOSING BALANCE	1,420	1,531	282	410

FISHERIES RESEARCH AND DEVELOPMENT SPECIAL PURPOSE ACCOUNT

Account Purpose: The Fisheries Research and Development Special Purpose Account was continued under the Act. It is utilised to fund the management of commercial, fish and fish habitat protection and pearling and aquaculture activities.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	15,147	4,922	10,515	2,843
Receipts:				
Appropriations.....	43,947	39,536	35,980	37,820
Other	31,785	23,856	31,763	31,422
	90,879	68,314	78,258	72,085
Payments	80,364	64,168	75,415	71,562
CLOSING BALANCE	10,515	4,146	2,843	523

FISHERIES ADJUSTMENT SCHEMES SPECIAL PURPOSE ACCOUNT

Account Purpose: The Fisheries Adjustment Schemes Special Purpose Account was established under the *Fisheries Adjustment Schemes Act 1987*. The purpose of this account is to hold funds in accordance with section 5 of this Act which shall be applied by the Minister for the purposes prescribed by section 6 of this Act. It is mainly utilised to fund the payment of compensation agreed under the Fisheries Adjustment Scheme.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	417	917	1,062	1,462
Receipts:				
Appropriations.....	500	500	500	500
Other	5,258	6,038	4,269	4,522
	6,175	7,455	5,831	6,484
Payments	5,113	6,038	4,369	5,022
CLOSING BALANCE	1,062	1,417	1,462	1,462

Division 58 Corrective Services

Part 11 Minister for Emergency Services; Fisheries; Corrective Services; Veterans

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 94 Net amount appropriated to deliver services	819,902	807,193	816,717	876,991	870,807	881,897	890,872
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	981	1,013	1,013	1,041	1,063	1,063	1,063
Total appropriations provided to deliver services.....	820,883	808,206	817,730	878,032	871,870	882,960	891,935
CAPITAL							
Item 158 Capital Appropriation.....	14,465	18,674	22,157	14,158	6,935	6,239	5,833
TOTAL APPROPRIATIONS	835,348	826,880	839,887	892,190	878,805	889,199	897,768
EXPENSES							
Total Cost of Services.....	912,446	905,777	885,298	956,569	952,923	962,869	971,546
Net Cost of Services (a)	880,883	875,364	854,885	925,986	922,334	932,272	941,398
CASH ASSETS (b)	30,771	21,898	14,836	14,532	16,223	18,161	20,099

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Adult Prisoner Growth.....	15,100	21,500	30,000	37,100	43,100
Contribution to the Regional Services Reform Unit	(227)	(234)	(266)	-	-
Court Security and Custodial Services					
Contract Retender.....	2,500	200	-	-	-
Security Costs for the State Administrative Tribunal.....	-	453	464	476	488
Decommissioning of Shared Corporate Services.....	3,834	(2,179)	(2,143)	(1,800)	(1,794)
Government Regional Officer Housing	-	(308)	(419)	(463)	(493)
Mental Health Court Diversion Program	-	435	441	449	-
Non-Government Human Services Sector Indexation Adjustment.....	(328)	(662)	(625)	(641)	-
Prisoner Cost and Demand Modelling Capability	(310)	(160)	(160)	(160)	(160)
Revised 1.5% Public Sector Wages Policy	(123)	(2,663)	(7,663)	(12,510)	(17,700)
Revision to Indexation for Non-Salary Expenses	-	(2,889)	(7,102)	(11,526)	-
Royalties for Regions					
Community Safety Network.....	69	(24)	(134)	(137)	-
Regional Work Camp Enhancement Program.....	1,277	-	-	-	-
Regional Workers Incentive Allowance Payments.....	(385)	-	-	-	-
Regional Youth Justice Kimberley and Pilbara.....	80	(7,500)	(15,000)	-	-
Targeted Voluntary Separation Scheme.....	(10,340)	(10,598)	(10,863)	(11,135)	(11,135)
Women's Remand and Reintegration Facility	2,850	150	-	-	-

Significant Issues Impacting the Agency

- The Department is managing the projected rise in the prison population through the optimisation of the existing estate, construction of new facilities and the recruitment of additional custodial staff. In addition, initiatives to divert people from custody, particularly low level offenders and remandees, are being implemented.
- The newly negotiated Acacia Prison contract expansion is favourable to the State and will assist the Department to manage projected growth in the prisoner population.
- To create a contestable market for corrective services, the Department is:
 - reviewing major contracts including for the Wandoo Reintegration Facility;
 - re-tendering the Court Security and Custodial Services Contract; and
 - inviting private sector proposals for the operation of the new Women's Remand and Reintegration Facility which will be opened in December 2016.
- The Department has enhanced the safety and rehabilitation of adult offenders by:
 - commencing the implementation of Individualised Integrated Offender Management that focuses on a management framework, assessment and classification processes that improve opportunities for reintegration;
 - developing prison standards, rules and procedures that guide prison staff about the operation of the prison in the interests of safety and security. These reaffirm norms about best practice and establish the foundation for rehabilitation; and
 - strengthening performance criteria to assess the effectiveness of public prisons.
- The Department's emphasis on integrity continues with:
 - drug and alcohol testing of staff that commenced in April 2016; and
 - implementation of loss of confidence provisions for custodial officers.
- Consistent with the Premier's commitment to address the over-representation of Aboriginal people in the justice system and deaths in custody, the Aboriginal Visitors Scheme was strengthened with a 24-hour 1800 phone number for Aboriginal people in police and prison custody and will be further enhanced during 2016-17. The Department received an average of 150 calls weekly in 2015-16.
- Under the Youth Justice Innovation Fund the Department continues to invest in programs across the State to build the capacity of Aboriginal organisations to deliver culturally competent interventions to reduce offending among young Aboriginal people.
- New service specifications for youth justice programs have been developed through a co-design process. It emphasises evidence-based solutions to youth offending, consultation with young people to inform continuous improvement, culturally appropriate services and delivery by the not-for-profit sector.
- The Department is modernising its workplace through:
 - the implementation of five new major corporate systems (finance, payroll, rostering, business intelligence and reporting) as the Department decommissions shared services arrangements with the Department of the Attorney General. These systems will enhance data integrity, financial accountability and human resource capability, and will facilitate the Department's efforts in addressing the deficiencies in financial accountability and data integrity that have been identified by the Auditor General and the Economic Regulation Authority; and
 - the Workers Compensation Project, which has improved the standard of injury management, ensuring injured workers returned to work as soon as possible. While the number of open claims remains relatively steady, the average number of days lost for each claim has reduced by 21 days or 20%.

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 safe, secure and decent corrective services which contributes to community safety and reduces offenders' involvement in the justice system.	1. Adult Corrective Services 2. Youth Justice Services

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Adult Corrective Services	806,103	809,024	786,253	863,014	866,868	875,894	889,049
2. Youth Justice Services	106,343	96,753	99,045	93,555	86,055	86,975	82,497
Total Cost of Services	912,446	905,777	885,298	956,569	952,923	962,869	971,546

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: A safe, secure and decent corrective services which contributes to community safety and reduces offenders' involvement in the justice system:					
Number of escapes - adult	9	nil	9	nil	
Number of escapes - youth	nil	nil	nil	nil	
Rate of serious assault per 100 prisoners.....	0.68	<0.48	1	<0.48	1
Average out of cell hours.....	12.44	12	12.5	12	
Successful completion of community correction orders - adults ^(b)	61.31%	64%	61.4%	64%	
Successful completion of community-based orders - juveniles ^(b)	57.65%	68%	54.9%	68%	2
Rate of return - offender programs (adult)	40.71%	42%	41.5%	39%	
Rate of return to detention - juveniles	57.56%	50%	52.1%	47%	

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

(b) Measures related to the completion of community orders are calculated by dividing the number of orders successfully completed by the total number of orders terminated, completed or expired either successfully or unsuccessfully.

Explanation of Significant Movements

(Notes)

1. The increase in 2015-16 Estimated Actual compared to the 2015-16 Budget is based on actual data for the first half of 2015-16. Managing a prisoner cohort is complex and assaults may be attributed to several factors. Serious assault rates are highly variable due to the small numbers involved.
2. The decreased rate of successful order completions for 2015-16 Estimated Actual compared to the 2015-16 Budget was due to an increased rate of young people failing to comply with the conditions of their order.

Services and Key Efficiency Indicators

1. Adult Corrective Services

An Adult Offender System that:

- contributes to community confidence;
- provides timely offender services;
- ensures court sanctions are completed; and
- contributes to reducing the rate of re-offending and imprisonment.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 806,103	\$'000 809,024	\$'000 786,253	\$'000 863,014	1
Less Income	29,351	27,711	28,067	28,137	
Net Cost of Service.....	776,752	781,313	758,186	834,877	
Employees (Full Time Equivalents).....	3,792	3,653	3,722	3,942	
Efficiency Indicators					
Cost per Day of Keeping an Offender in Custody	\$332	\$329	\$332	\$353	2
Cost per Day of Managing an Offender through Community Supervision.....	\$50	\$55	\$41	\$44	

Explanation of Significant Movements

(Notes)

1. The \$76.8 million (9.8%) increase in Total Cost of Service between the 2015-16 Estimated Actual and the 2016-17 Budget Target relates to a forecast increase in the adult prisoner population and the full-year impact of operations at the new Eastern Goldfields Regional Prison.
2. The decline in Cost per Day of Managing an Offender through Community Supervision for 2015-16 Estimated Actual compared to the 2015-16 Budget is due to a higher than projected number of adult offenders released into the community.

2. Youth Justice Services

An accessible and equitable Juvenile Offender System which:

- diverts juveniles and offenders at risk from offending;
- provides timely intervention and resolution of justice issues;
- ensures the statutory requirements of justice are met; and
- contributes to reducing the rate of re-offending and detention.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 106,343	\$'000 96,753	\$'000 99,045	\$'000 93,555	1
Less Income	2,212	2,702	2,346	2,446	
Net Cost of Service	104,131	94,051	96,699	91,109	
Employees (Full Time Equivalents).....	664	693	617	621	
Efficiency Indicators					
Cost per Day of Keeping a Juvenile in Detention.....	\$868	\$629	\$1,034	\$836	2
Cost per Day of Managing a Juvenile through Community Supervision.....	\$102	\$95	\$114	\$101	1

Explanation of Significant Movements

(Notes)

1. The reduction in Total Cost of Service and the Cost per Day of Managing a Juvenile through Community Supervision for 2016-17 Budget Target compared to 2015-16 Estimated Actual is due to transitioning to a new model in 2016-17 focused on services mandated under the *Young Offenders Act 1994*.
2. The decline in Cost per Day of Keeping a Juvenile in Detention for 2016-17 Budget Target compared to 2015-16 Estimated Actual is due to transitioning to a new model in 2016-17 focused on services mandated under the *Young Offenders Act 1994*.

Asset Investment Program

Expansion of prison capacity and infrastructure optimisation are important elements of the Department's Asset Investment Program including:

- the construction of the new Women's Remand and Reintegration Facility, which is in progress, with completion expected in late 2016;
- the ongoing maintenance and infrastructure upgrade program across all of the Department's owned and leased facilities; and
- the continuation of the Cell Upgrade and Ligature Minimisation Program across the prison estate.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Adult Custodial							
Building Infrastructure and Maintenance	31,769	21,369	4,993	2,476	2,548	2,619	2,757
Custodial Infrastructure Program - Administered Equity	132,052	121,669	4,814	10,383	-	-	-
Female Prisons - Women's Remand and Reintegration Facility	24,300	15,570	13,330	8,730	-	-	-
West Kimberley Regional Prison	121,783	120,013	30	1,770	-	-	-
Community and Youth Justice							
Building and Infrastructure and Maintenance	3,233	1,666	180	563	323	332	349
Office Accommodation North West Metro (Mirrabooka)....	958	20	20	20	918	-	-
Corporate							
Physical Infrastructure							
Asset Replacement	3,268	1,132	499	503	525	540	568
Office Equipment Replacement	3,780	3,558	52	53	55	57	57
System Management							
Information and Communications Technology Infrastructure Upgrade	27,092	18,577	2,041	2,027	2,087	2,144	2,257
Prison Services							
Additional Prisoner Accommodation - Infrastructure and Systems Upgrade and Replacement Programs	72,949	60,071	661	3,067	3,154	3,243	3,414
Cell Upgrade and Ligature Minimisation Program	2,991	104	104	1,079	927	881	-
COMPLETED WORKS							
Adult Custodial							
Community Safety Network	497	497	497	-	-	-	-
Perimeter Obsolescence	16,500	16,500	471	-	-	-	-
Work Camp - Wyndham	8,302	8,302	200	-	-	-	-
Community and Youth Justice							
Office Establishment and Refurbishment 2015-16 Program	1,766	1,766	1,766	-	-	-	-
GPS Offender Tracking of Dangerous Sex Offenders	446	446	49	-	-	-	-
Corporate							
Decommissioning of Shared Corporate Services	2,960	2,960	2,960	-	-	-	-
System Management							
Information Technology Systems - Life Extension and Upgrades	5,850	5,850	1,407	-	-	-	-
Prison Services							
Prison Industries - Mobile Plant - 2015-16 Program	1,237	1,237	1,237	-	-	-	-
NEW WORKS							
Community and Youth Justice							
Office Establishment and Refurbishment							
2016-17 Program	751	-	-	751	-	-	-
2017-18 Program	772	-	-	-	772	-	-
2018-19 Program	792	-	-	-	-	792	-
2019-20 Program	834	-	-	-	-	-	834
Prison Services - Prison Industries - Mobile Plant							
2016-17 Program	623	-	-	623	-	-	-
2017-18 Program	651	-	-	-	651	-	-
2018-19 Program	663	-	-	-	-	663	-
2019-20 Program	698	-	-	-	-	-	698
Total Cost of Asset Investment Program	467,517	401,307	35,311	32,045	11,960	11,271	10,934
FUNDED BY							
Capital Appropriation			22,157	10,040	2,550	1,602	892
Drawdowns from the Holding Account			9,216	9,602	9,410	9,669	10,042
Administered Equity Appropriation			-	10,383	-	-	-
Internal Funds and Balances			3,938	2,020	-	-	-
Total Funding			35,311	32,045	11,960	11,271	10,934

Financial Statements

Income Statement

Expenses

The \$71.3 million (8.1%) increase in Total Cost of Services between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate primarily relates to a forecast increase in the adult prisoner population and the full-year impact of operations at the new Eastern Goldfields Regional Prison. The increase in expenses is funded from an increase in appropriation.

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	508,156	498,665	489,499	523,274	525,990	527,068	532,552
Grants and subsidies ^(c)	9,551	9,887	10,423	10,803	11,097	11,614	11,845
Supplies and services	273,166	264,832	236,088	271,976	268,581	275,033	277,048
Accommodation	35,148	30,438	30,438	30,321	29,513	29,375	29,301
Depreciation and amortisation	33,390	35,398	35,398	35,577	35,741	35,741	35,741
Other expenses	53,035	66,557	83,452	84,618	82,001	84,038	85,059
TOTAL COST OF SERVICES	912,446	905,777	885,298	956,569	952,923	962,869	971,546
Income							
Sale of goods and services	2,817	3,979	3,979	3,979	3,979	3,979	3,979
Grants and subsidies	501	628	628	639	649	649	649
Other revenue	28,245	25,806	25,806	25,965	25,961	25,969	25,520
Total Income	31,563	30,413	30,413	30,583	30,589	30,597	30,148
NET COST OF SERVICES	880,883	875,364	854,885	925,986	922,334	932,272	941,398
INCOME FROM STATE GOVERNMENT							
Service appropriations	820,883	808,206	817,730	878,032	871,870	882,960	891,935
Resources received free of charge	19,372	14,388	14,388	12,024	12,024	12,024	12,024
Royalties for Regions Fund:							
Regional Community Services Fund	18,876	17,477	17,172	10,039	2,602	2,668	2,763
Regional Infrastructure and Headworks Fund	3,416	594	1,890	106	-	-	-
Other appropriations	10,595	31,676	1,900	28,485	36,138	34,920	34,976
TOTAL INCOME FROM STATE GOVERNMENT	873,142	872,341	853,080	928,686	922,634	932,572	941,698
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(7,741)	(3,023)	(1,805)	2,700	300	300	300

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 4,456, 4,339 and 4,563 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Prisoner Gratuities Payments	9,551	9,887	10,423	10,803	11,097	11,614	11,845
TOTAL	9,551	9,887	10,423	10,803	11,097	11,614	11,845

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	17,334	20,347	14,836	12,227	11,556	13,494	15,432
Restricted cash	13,437	-	-	-	-	-	-
Holding account receivables	9,216	9,956	9,602	9,410	9,669	10,042	10,042
Receivables	5,751	5,768	5,751	5,751	5,751	5,751	5,751
Other	1,258	238	1,258	1,258	1,258	1,258	1,258
Total current assets	46,996	36,309	31,447	28,646	28,234	30,545	32,483
NON-CURRENT ASSETS							
Holding account receivables	107,689	135,531	135,885	164,452	192,924	221,023	246,722
Property, plant and equipment	1,590,530	1,623,292	1,802,618	1,802,263	1,780,934	1,758,916	1,735,594
Intangibles	6,819	6,739	6,171	5,579	3,397	1,215	-
Restricted cash	-	1,551	-	2,305	4,667	4,667	4,667
Other	12,275	13,621	16,761	14,176	13,906	13,636	13,366
Total non-current assets	1,717,313	1,780,734	1,961,435	1,988,775	1,995,828	1,999,457	2,000,349
TOTAL ASSETS	1,764,309	1,817,043	1,992,882	2,017,421	2,024,062	2,030,002	2,032,832
CURRENT LIABILITIES							
Employee provisions	91,620	85,988	91,620	91,620	91,620	91,620	91,620
Payables	31,029	18,094	32,667	34,305	35,943	37,581	39,219
Other	21,380	17,832	6,749	6,774	6,796	6,796	6,796
Total current liabilities	144,029	121,914	131,036	132,699	134,359	135,997	137,635
NON-CURRENT LIABILITIES							
Employee provisions	18,260	16,623	18,260	18,260	20,660	23,060	23,060
Borrowings	814	222,028	222,028	217,663	213,010	208,373	203,432
Other	1,301	1,296	1,301	1,301	1,301	1,301	1,301
Total non-current liabilities	20,375	239,947	241,589	237,224	234,971	232,734	227,793
TOTAL LIABILITIES	164,404	361,861	372,625	369,923	369,330	368,731	365,428
EQUITY							
Contributed equity	1,062,881	1,090,314	1,085,038	1,109,579	1,116,513	1,122,752	1,128,585
Accumulated surplus/(deficit)	(60,400)	(47,606)	(62,205)	(59,505)	(59,205)	(58,905)	(58,605)
Reserves	597,424	412,474	597,424	597,424	597,424	597,424	597,424
Total equity	1,599,905	1,455,182	1,620,257	1,647,498	1,654,732	1,661,271	1,667,404
TOTAL LIABILITIES AND EQUITY	1,764,309	1,817,043	1,992,882	2,017,421	2,024,062	2,030,002	2,032,832

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	787,959	770,408	779,932	840,055	833,729	844,819	856,194
Capital appropriation.....	14,465	18,674	22,157	14,158	6,935	6,239	5,833
Holding account drawdowns.....	11,830	9,216	9,216	9,602	9,410	9,669	10,042
Royalties for Regions Fund:							
Regional Community Services Fund.....	18,876	17,477	17,172	10,039	2,602	2,668	2,763
Regional Infrastructure and Headworks Fund.....	7,150	594	1,890	106	-	-	-
Administered appropriations.....	10,595	31,676	1,900	38,868	36,138	34,920	34,976
Net cash provided by State Government.....	850,875	848,045	832,267	912,828	888,814	898,315	909,808
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(499,335)	(498,133)	(503,622)	(522,742)	(523,058)	(524,136)	(532,020)
Grants and subsidies.....	(9,551)	(9,887)	(10,423)	(10,803)	(11,122)	(11,639)	(11,870)
Supplies and services.....	(240,644)	(250,348)	(221,604)	(259,849)	(256,691)	(263,141)	(265,154)
Accommodation.....	(35,148)	(29,701)	(29,701)	(29,454)	(28,693)	(28,556)	(28,482)
Other payments.....	(90,608)	(76,747)	(93,642)	(94,444)	(91,899)	(93,937)	(95,388)
Receipts ^(b)							
Grants and subsidies.....	501	628	628	639	649	649	649
Sale of goods and services.....	2,817	3,979	3,979	3,979	3,979	3,979	3,979
GST receipts.....	38,515	30,546	30,546	30,546	30,546	30,546	30,546
Other receipts.....	28,353	25,806	25,806	25,965	25,961	25,969	25,520
Net cash from operating activities.....	(805,100)	(803,857)	(798,033)	(856,163)	(850,328)	(860,266)	(872,220)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(33,425)	(27,890)	(35,311)	(32,045)	(11,960)	(11,271)	(10,934)
Proceeds from sale of non-current assets.....	25	-	-	-	-	-	-
Net cash from investing activities.....	(33,400)	(27,890)	(35,311)	(32,045)	(11,960)	(11,271)	(10,934)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments.....	(252)	(14,858)	(14,858)	(24,924)	(24,835)	(24,840)	(24,716)
Net cash from financing activities.....	(252)	(14,858)	(14,858)	(24,924)	(24,835)	(24,840)	(24,716)
NET INCREASE/(DECREASE) IN CASH HELD	12,123	1,440	(15,935)	(304)	1,691	1,938	1,938
Cash assets at the beginning of the reporting period.....	18,648	20,458	30,771	14,836	14,532	16,223	18,161
Cash assets at the end of the reporting period	30,771	21,898	14,836	14,532	16,223	18,161	20,099

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Grants	62	160	160	165	170	170	170
Direct Grants & Subsidies - Recurrent	439	468	468	474	479	479	479
Sale of Goods and Services							
Proceeds from Sale of Industry Goods	2,817	3,979	3,979	3,979	3,979	3,979	3,979
GST Receipts							
GST Input Credits	38,067	26,858	26,858	26,858	26,858	26,858	26,858
GST Receipts on Sales	448	3,688	3,688	3,688	3,688	3,688	3,688
Other Receipts							
Proceeds from Prison Canteen Sales	11,644	9,089	10,779	10,845	10,845	10,848	10,658
Proceeds from Recoup of Other Costs	1,529	6,774	2,590	2,606	2,605	2,606	2,562
Proceeds from Recoup of Prisoner Telephone Calls	3,879	3,524	3,625	3,648	3,647	3,648	3,585
Proceeds from Recoup of Salary Costs	536	75	165	166	166	166	164
Proceeds from Recoup of Workers' Compensation Payments	10,765	6,344	8,647	8,700	8,698	8,701	8,551
TOTAL	70,186	60,959	60,959	61,129	61,135	61,143	60,694

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

Division 59 Office of the Inspector of Custodial Services

Part 11 Minister for Emergency Services; Fisheries; Corrective Services; Veterans

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 95 Net amount appropriated to deliver services	3,240	3,323	3,323	3,370	3,400	3,461	3,510
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	187	247	247	247	247	247	247
Total appropriations provided to deliver services.....	3,427	3,570	3,570	3,617	3,647	3,708	3,757
TOTAL APPROPRIATIONS	3,427	3,570	3,570	3,617	3,647	3,708	3,757
EXPENSES							
Total Cost of Services.....	3,473	3,575	3,575	3,622	3,652	3,713	3,762
Net Cost of Services ^(a)	3,472	3,570	3,570	3,617	3,647	3,708	3,757
CASH ASSETS ^(b)	325	343	329	333	337	341	345

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	34	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(1)	(22)	(45)	(68)

Significant Issues Impacting the Agency

- It is expected that inspections and liaison visits will continue to increase in complexity due to the rising trend in prisoner population.
- There is expected to be an increase to the Office's workload in 2016-17 due to the commencement of the new Women's Remand and Reintegration Facility at Hakea and the continuation of the old Broome Prison.

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
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 Parliament, Minister and other stakeholders are informed on the performance of custodial services.	1. Inspection and Review of Custodial Services

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Inspection and Review of Custodial Services	3,473	3,575	3,575	3,622	3,652	3,713	3,762
Total Cost of Services	3,473	3,575	3,575	3,622	3,652	3,713	3,762

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The Parliament, Minister and other stakeholders are informed on the performance of custodial services:					
Number of recommendations made.....	180	100	150	150	
Percentage of recommendations accepted.....	91%	80%	90%	80%	

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

Services and Key Efficiency Indicators

1. Inspection and Review of Custodial Services

Inspection of prisons, court custody centres, juvenile detention centres, coordination of the Independent Visitors' Scheme and review of custodial services.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 3,473	\$'000 3,575	\$'000 3,575	\$'000 3,622	
Less Income	1	5	5	5	
Net Cost of Service.....	3,472	3,570	3,570	3,617	
Employees (Full Time Equivalents).....	20	20	20	20	
Efficiency Indicators					
Average Cost per Report.....	\$193,657	\$200,000	\$213,000	\$200,000	1
Average Cost per Independent Visitors' Scheme Report	\$2,024	\$2,000	\$1,950	\$2,000	
Average Cost per Liaison Visit	\$10,511	\$10,000	\$9,750	\$10,000	

Explanation of Significant Movements

(Notes)

- The 2015-16 Estimated Actual is expected to be slightly higher than the 2014-15 Actual due to one less inspection report being tabled in 2015-16.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - Office Equipment							
2015-16 Program.....	26	26	26	-	-	-	-
NEW WORKS							
Asset Replacement - Office Equipment							
2016-17 Program.....	26	-	-	26	-	-	-
2017-18 Program.....	26	-	-	-	26	-	-
2018-19 Program.....	26	-	-	-	-	26	-
2019-20 Program.....	26	-	-	-	-	-	26
Total Cost of Asset Investment Program.....	130	26	26	26	26	26	26
FUNDED BY							
Drawdowns from the Holding Account.....			26	26	26	26	26
Total Funding.....			26	26	26	26	26

Financial Statements

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	2,414	2,506	2,506	2,559	2,564	2,600	2,638
Supplies and services	494	427	427	431	456	481	492
Accommodation	313	374	374	374	374	374	374
Depreciation and amortisation	19	26	26	26	26	26	26
Other expenses	233	242	242	232	232	232	232
TOTAL COST OF SERVICES	3,473	3,575	3,575	3,622	3,652	3,713	3,762
Income							
Other revenue	1	5	5	5	5	5	5
Total Income	1	5	5	5	5	5	5
NET COST OF SERVICES	3,472	3,570	3,570	3,617	3,647	3,708	3,757
INCOME FROM STATE GOVERNMENT							
Service appropriations	3,427	3,570	3,570	3,617	3,647	3,708	3,757
Resources received free of charge	98	6	6	6	6	6	6
TOTAL INCOME FROM STATE GOVERNMENT	3,525	3,576	3,576	3,623	3,653	3,714	3,763
SURPLUS/(DEFICIENCY) FOR THE PERIOD	53	6	6	6	6	6	6

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 20, 20 and 20 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	237	262	237	237	241	245	249
Restricted cash	88	-	88	88	88	88	88
Holding account receivables	26	26	26	26	26	26	26
Receivables	73	25	73	73	73	73	73
Other	59	48	59	59	59	59	59
Total current assets	483	361	483	483	487	491	495
NON-CURRENT ASSETS							
Holding account receivables	175	177	177	179	181	183	185
Property, plant and equipment	10	21	10	10	10	10	10
Restricted cash	-	81	4	8	8	8	8
Total non-current assets	185	279	191	197	199	201	203
TOTAL ASSETS	668	640	674	680	686	692	698
CURRENT LIABILITIES							
Employee provisions	485	611	483	481	481	481	481
Payables	147	70	147	147	147	147	147
Other	111	107	111	111	111	111	111
Total current liabilities	743	788	741	739	739	739	739
NON-CURRENT LIABILITIES							
Employee provisions	137	105	139	141	141	141	141
Total non-current liabilities	137	105	139	141	141	141	141
TOTAL LIABILITIES	880	893	880	880	880	880	880
EQUITY							
Contributed equity	274	274	274	274	274	274	274
Accumulated surplus/(deficit)	(486)	(527)	(480)	(474)	(468)	(462)	(456)
Total equity	(212)	(253)	(206)	(200)	(194)	(188)	(182)
TOTAL LIABILITIES AND EQUITY	668	640	674	680	686	692	698

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	3,399	3,542	3,542	3,589	3,619	3,680	3,729
Holding account drawdowns.....	26	26	26	26	26	26	26
Net cash provided by State Government.....	3,425	3,568	3,568	3,615	3,645	3,706	3,755
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(2,535)	(2,506)	(2,506)	(2,559)	(2,564)	(2,600)	(2,638)
Supplies and services	(334)	(356)	(356)	(360)	(385)	(410)	(421)
Accommodation	(310)	(394)	(394)	(394)	(394)	(394)	(394)
Other payments.....	(344)	(329)	(329)	(319)	(319)	(319)	(319)
Receipts ^(b)							
GST receipts.....	94	42	42	42	42	42	42
Other receipts	1	5	5	5	5	5	5
Net cash from operating activities	(3,428)	(3,538)	(3,538)	(3,585)	(3,615)	(3,676)	(3,725)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(7)	(26)	(26)	(26)	(26)	(26)	(26)
Net cash from investing activities.....	(7)	(26)	(26)	(26)	(26)	(26)	(26)
NET INCREASE/(DECREASE) IN CASH HELD	(10)	4	4	4	4	4	4
Cash assets at the beginning of the reporting period	335	339	325	329	333	337	341
Cash assets at the end of the reporting period	325	343	329	333	337	341	345

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
GST Receipts from Australian Taxation Office.....	94	42	42	42	42	42	42
Other Receipts							
Other Receipts	1	5	5	5	5	5	5
TOTAL	95	47	47	47	47	47	47

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

Part 12

Minister for Water; Sport and Recreation; Forestry

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Water			
	– Delivery of Services.....	72,359	72,359	69,600
	– Capital Appropriation.....	8,867	5,335	10,100
	Total.....	81,226	77,694	79,700
	Sport and Recreation			
	– Delivery of Services.....	80,517	78,462	80,048
	– Administered Grants, Subsidies and Other Transfer Payments...	786	786	814
	Total.....	81,303	79,248	80,862
	Western Australian Sports Centre Trust			
	– Delivery of Services.....	41,490	42,426	50,977
	– Capital Appropriation.....	5,472	5,472	3,436
	Total.....	46,962	47,898	54,413
	GRAND TOTAL			
	– Delivery of Services.....	194,366	193,247	200,625
	– Administered Grants, Subsidies and Other Transfer Payments...	786	786	814
	– Capital Appropriation.....	14,339	10,807	13,536
	Total	209,491	204,840	214,975

Division 60 Water

Part 12 Minister for Water; Sport and Recreation; Forestry

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 96 Net amount appropriated to deliver services	71,252	72,071	72,071	69,312	68,645	68,858	67,821
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	280	288	288	288	288	288	288
Total appropriations provided to deliver services.....	71,532	72,359	72,359	69,600	68,933	69,146	68,109
CAPITAL							
Item 159 Capital Appropriation.....	6,447	8,867	5,335	10,100	3,443	3,238	4,783
TOTAL APPROPRIATIONS	77,979	81,226	77,694	79,700	72,376	72,384	72,892
EXPENSES							
Total Cost of Services	81,740	92,247	93,618	92,626	90,434	84,707	72,181
Net Cost of Services ^(a)	74,062	86,980	88,169	88,329	85,891	80,116	67,590
CASH ASSETS ^(b)	21,124	12,857	16,142	14,881	15,572	16,375	18,352

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Agency Expenditure Review Savings Measure					
Corporate Support					
Back Office	-	(516)	(516)	(516)	(516)
Vehicle Fleet.....	-	(60)	(60)	(60)	(60)
Office of the Director General	-	(100)	(100)	(100)	(100)
Policy and Innovation	-	(100)	(100)	(100)	(100)
Science and Planning.....	-	(150)	(150)	(150)	(150)
Revised 1.5% Public Sector Wages Policy	-	(24)	(496)	(911)	(1,349)
Revisions to Own Source Revenue Estimates	182	-	-	-	-
Royalties for Regions					
Regional Estuaries Initiative	1,275	6,128	5,707	6,890	-
Revitalising Waterways of Geopraphe Bay	1,000	2,702	2,224	1,224	-

Significant Issues Impacting the Agency

- The South West of Western Australia has been experiencing a drying climate for decades, with annual rainfall now typically 15% less than it was in the 1970s. A drying trend necessitates adaptable forward planning to provide quality, viable natural water resource management that assists the State's growth. The Department's scientific assessment of global climate models is contributing to a better understanding of likely future rainfall and what this means for surface and groundwater resources in Western Australia.
- A program of groundwater investigations from north of Gingin to the South Coast will support increasingly precise assessments of future water availability and inform more precise management of the timing, location and volumes of groundwater that can be used sustainably. Investigations will be ongoing through the \$11 million West Canning Basin-Sandfire project in the State's north, which is the largest ever groundwater investigation to be undertaken in Western Australia.
- Improved water efficiency measures for farming and horticulture, public parks, businesses and homes remain a key focus of the Department's activity. The Department continues to pursue new approaches to balance demand with available supplies and sustain healthy water-dependent ecosystems. Reducing water use from rivers and groundwater, and supporting climate resilient sources continues as a priority.
- The Department is the lead agency delivering the \$40 million Royalties for Regions (RfR) funded Water for Food program, part of the single biggest investment in the Western Australian agricultural sector made by a State Government. The program is identifying water and land resources to expand and boost productivity in the irrigated agricultural sector and support regional Western Australian communities through economic diversification. Last financial year represented the first full year of Water for Food program funding, with an \$11 million spend. Almost \$9 million will be invested in the Water for Food program in 2016-17.
- Initiatives to improve the health of Western Australia's estuaries are being led by the Department. The \$20 million RfR funded Regional Estuaries Initiative aims to correct the impacts that urbanisation, intensive agriculture, land use and a drying climate have had on six at-risk waterways in the South West and will be delivered in partnership with catchment groups, local government and industry. Projects will address the health of Peel Harvey Estuary, Leschenault Estuary, Vasse-Wonnerup and Geographe Bay, Hardy Inlet, Wilson Inlet and Oyster Harbour. In addition, RfR is providing \$7.2 million over four years to deliver the related Revitalising Geographe Waterways program, focused on the waterways and wetlands near Busselton. Government investment will be supported by an estimated \$7.7 million in partner contributions.
- This financial year marks the final stage of the \$13.6 million Water Online project, which is making water-related information available online to support agriculture, mining and regional development projects. Water Online allows greater responsiveness to development and approvals requests and is reducing red tape. In 2016-17 almost \$600,000 is allocated to upgrades that will allow water licensees to track applications and requests through the Department's online portal, providing faster assessment of applications and responses to information requests.
- The Department will continue progressing a new Water Resources Management Bill and develop relevant supporting policies and subsidiary legislation in consultation with major stakeholders.

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
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.	Western Australia's growth and development is supported by the sustainable management of water resources for the long-term benefit of the State.	1. Water Information and Advice 2. Water Planning, Allocation and Optimisation 3. Water Regulation, Licensing and Industry Governance

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Water Information and Advice	37,617	36,835	41,052	40,204	39,548	38,651	37,276
2. Water Planning, Allocation and Optimisation	26,418	38,258	34,661	36,017	34,826	30,046	18,958
3. Water Regulation, Licensing and Industry Governance	17,705	17,154	17,905	16,405	16,060	16,010	15,947
Total Cost of Services	81,740	92,247	93,618	92,626	90,434	84,707	72,181

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Western Australia's growth and development is supported by the sustainable management of water resources for the long-term benefit of the State:					
Proportion of stakeholders who perceive the Department to be effectively managing the State's water as a resource for sustainable, productive use	55%	60%	57%	60%	
Proportion of priority growth areas that have a water supply planning strategy ^(b)	44%	56%	56%	63%	1

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

(b) Priority growth areas will be based on future growth areas identified through the Water Supply-Demand Model plus agreed prioritisation criteria (e.g. economic significance to the State). Priority growth areas will be identified in the Department's annual (November) supply and demand outlook statement. This will be provided to the State's Infrastructure Coordinating Committee for input and advice before submission to the Minister for Water.

Explanation of Significant Movements

(Notes)

1. The Department is progressively developing water supply planning strategies for all priority growth areas over the next several years.

Services and Key Efficiency Indicators

1. Water Information and Advice

The Department enables investment decisions of regional and State significance through the provision of data and information on the quantity, quality, location of, and demand for water across the State. The information also underpins policy advice for consideration by Government and supports other government agencies and stakeholders in their planning for future economic growth and urban and rural development.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 37,617	\$'000 36,835	\$'000 41,052	\$'000 40,204	1
Less Income	1,644	1,321	1,413	1,522	
Net Cost of Service	35,973	35,514	39,639	38,682	
Employees (Full Time Equivalents).....	213	214	212	204	
Efficiency Indicators					
Proportion of Statutory Referrals from Decision-Making Authorities Where Advice is Provided within Target Timeframes ^(a)	97%	96%	96%	96%	
Average Cost per Statutory Referral Assessment	\$4,963	\$5,241	\$7,452	\$8,898	2
Average Cost per Water Measurement Site Managed	\$7,459	\$7,648	\$8,522	\$8,264	3

(a) Decision-Making Authorities include the Office of the Environmental Protection Authority, Western Australian Planning Commission, Department of Mines and Petroleum, Department of Environment Regulation and Local Government. The target timeframe is 35 business days.

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual is higher than the 2015-16 Budget due to the expenditure of funds carried over from 2014-15 into 2015-16 and the additional RfR funded Revitalising Waterways of Geographe Bay program, which continues to 2018-19.
2. The increase in the Average Cost per Statutory Referral Assessment mainly reflects a decrease in the number of assessments in the 2015-16 Estimated Actual and the 2016-17 Budget Target when compared to the 2015-16 Budget.
3. The 2015-16 Estimated Actual is higher than 2015-16 Budget due to the expenditure of funds carried over from 2014-15 into 2015-16 and the additional RfR funded Revitalising Waterways of Geographe Bay program, which continues to 2018-19.

2. Water Planning, Allocation and Optimisation

Water planning, allocation and optimisation ensure the sustainable management of water resources for the long-term benefit of the State and rely on good science. This includes planning and allocating water for sustainable productive use, protecting public drinking water sources, and ensuring the sustainability of water resources and their dependent ecosystems.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 26,418	\$'000 38,258	\$'000 34,661	\$'000 36,017	1
Less Income	4,128	2,834	2,924	2,300	2
Net Cost of Service	22,290	35,424	31,737	33,717	
Employees (Full Time Equivalents).....	111	131	129	132	
Efficiency Indicators					
Average Cost per Plan, Report or Guidance Document to Support Water Planning, Allocation and Optimisation.....	\$152,482	\$321,608	\$279,729	\$259,847	3
Average Cost per Hour of Scientific Support for Water Planning, Allocation and Optimisation	\$146	\$206	\$172	\$192	4

Explanation of Significant Movements

(Notes)

1. The decrease in the 2015-16 Estimated Actual and the 2016-17 Budget Target compared to the 2015-16 Budget mainly reflects the changes in the cashflows for the RfR funded Water for Food program.
2. The decrease between the 2015-16 Estimated Actual and the 2016-17 Budget Target reflects a decrease in externally funded projects.
3. The decrease in the Average Cost per Plan, Report or Guidance Document to Support Water Planning, Allocation and Optimisation between the 2015-16 Budget, the 2015-16 Estimated Actual and the 2016-17 Budget Target mainly reflects decreased cashflows for the RfR funded Water for Food program.
4. The decrease in the 2015-16 Estimated Actual compared to the 2015-16 Budget reflects a combination of the changes in the cashflows for the RfR funded Water for Food program and an increase in the number of hours of scientific support.

3. Water Regulation, Licensing and Industry Governance

Responsible, proportional regulation ensures investment, growth and development is underpinned by sustainable management of the State's water resources for the long-term benefit of the State. This service includes the management of water licensing. It also includes the management of the legislation governing the operations of water service providers.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 17,705	\$'000 17,154	\$'000 17,905	\$'000 16,405	1
Less Income	1,906	1,112	1,112	475	2
Net Cost of Service	15,799	16,042	16,793	15,930	
Employees (Full Time Equivalents).....	108	124	115	108	
Efficiency Indicators					
Average Cost of Assessing a Water Licence Application by Risk Assessment Category:					3
Low Risk	\$4,700	\$4,560	\$5,852	\$5,553	
Medium Risk.....	\$3,282	\$5,970	\$5,174	\$4,909	
High Risk.....	\$4,255	\$6,752	\$6,391	\$6,064	
Average Time Taken (Days) to Assess a Licence Application by Risk Assessment Category:					4
Low Risk	55	57	63	65	
Medium Risk.....	57	76	57	75	
High Risk.....	48	95	47	95	
Average Cost of Compliance Monitoring and Enforcement Action.....	\$1,072	\$830	\$748	\$543	5

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service between the 2015-16 Estimated Actual and the 2016-17 Budget Target mainly reflects the completion of the Commonwealth funded Compliance and Enforcement program.
2. The decrease in income between the 2015-16 Estimated Actual and the 2016-17 Budget Target mainly reflects the final income from the Commonwealth for the Compliance and Enforcement program being received in 2015-16.
3. The Average Cost of Assessing Water Licence Applications for all risk categories decreased between the 2015-16 Estimated Actual and the 2016-17 Budget Target. This reflects two factors: the completion of the Commonwealth funded Compliance and Enforcement program (which reduced the expenses allocated to this Efficiency Indicator calculation); and, secondly, continued efficiency and cutting of red tape in the licensing program.
4. There are significant differences in the Average Time Taken in Days to Assess Licence Applications by Risk Category between the 2015-16 Budget and 2015-16 Estimated Actual. This reflects a continued focus in 2015-16 on medium and high risk licences resulting in decreased average time taken against targets.
5. The downward trend in the Average Cost of Compliance Monitoring and Enforcement Action mainly reflects the impact of increased numbers of actions which are being managed with greater efficiency.

Asset Investment Program

The Department will spend \$19 million on its Asset Investment Program (AIP) in 2016-17. This expenditure will see the completion of the Perth Region Confined Aquifer Capacity Study, the Royalties for Regions funded Pilbara Cities Initiative, the Water Online project and the engineering works on the Kent Street Weir.

Over 2016-17 and the forward estimates the Department will spend \$53.4 million on its AIP. Major allocations include:

- \$18.5 million to replace and maintain bores to ensure the efficient allocation of groundwater licences and prevent over pumping, ensuring groundwater is protected;
- \$15.3 million for groundwater resources investigation and monitoring to ensure Government and industry have timely knowledge of the resources available for drinking water supply, agriculture, mining and industry in areas where it is most needed; and
- \$8 million to replace and maintain river gauging stations that will monitor surface water flows to support water use whilst protecting downstream environments.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Engineering Works - Kent Street Weir.....	4,800	450	383	4,350	-	-	-
Groundwater Resources Investigation and Monitoring Perth Region - Confined Aquifer Capacity Study.....	6,925	6,257	2,425	668	-	-	-
Pilbara Cities Initiative ^(a)	12,409	11,874	1,674	535	-	-	-
Water Online.....	13,646	13,048	4,260	598	-	-	-
COMPLETED WORKS							
Computing and Office Equipment Replacement 2015-16 Program.....	342	342	342	-	-	-	-
Groundwater Resources Investigation and Monitoring 2015-16 Program.....	369	369	369	-	-	-	-
Replace and Maintain Monitoring Bores 2015-16 Program.....	3,940	3,940	3,940	-	-	-	-
Replace and Maintain River Gauging Stations 2015-16 Program.....	1,693	1,693	1,693	-	-	-	-
Upgrades to Oxygenation Plants - Bacon Street and Camsell Way.....	907	907	787	-	-	-	-
NEW WORKS							
Computing and Office Equipment Replacement 2016-17 Program.....	261	-	-	261	-	-	-
2017-18 Program.....	272	-	-	-	272	-	-
2018-19 Program.....	375	-	-	-	-	375	-
2019-20 Program.....	375	-	-	-	-	-	375
Groundwater Resources Investigation and Monitoring 2016-17 Program.....	3,390	-	-	3,390	-	-	-
2017-18 Program.....	3,443	-	-	-	3,443	-	-
2018-19 Program.....	3,974	-	-	-	-	3,974	-
2019-20 Program.....	4,519	-	-	-	-	-	4,519
Land Acquisition - Land Purchase in Priority 1 Areas 2016-17 Program.....	3,093	-	-	3,093	-	-	-
2019-20 Program.....	1,000	-	-	-	-	-	1,000
Replace and Maintain Monitoring Bores 2016-17 Program.....	4,229	-	-	4,229	-	-	-
2017-18 Program.....	4,461	-	-	-	4,461	-	-
2018-19 Program.....	4,892	-	-	-	-	4,892	-
2019-20 Program.....	4,892	-	-	-	-	-	4,892
Replace and Maintain River Gauging Stations 2016-17 Program.....	1,846	-	-	1,846	-	-	-
2017-18 Program.....	1,884	-	-	-	1,884	-	-
2018-19 Program.....	2,148	-	-	-	-	2,148	-
2019-20 Program.....	2,148	-	-	-	-	-	2,148
Total Cost of Asset Investment Program.....	92,233	38,880	15,873	18,970	10,060	11,389	12,934
FUNDED BY							
Capital Appropriation			5,335	10,100	3,443	3,238	4,783
Drawdowns from the Holding Account.....			5,970	6,336	6,567	7,904	7,927
Internal Funds and Balances.....			3,119	1,999	50	247	224
Drawdowns from Royalties for Regions Fund ^(b)			1,449	535	-	-	-
Total Funding.....			15,873	18,970	10,060	11,389	12,934

(a) Funded from the Royalties for Regions Fund.

(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The decrease in the Total Cost of Services over the forward estimates period is due to the implementation of a range of efficiency measures and the reduction in Royalties for Regions (RfR) funded projects.

Income

The decrease in the Department's total income between the 2015-16 Estimated Actual and 2016-17 Budget Estimate is mainly due to the completion of the Commonwealth funded Compliance and Enforcement project and the upgrades to the oxygenation plant in the suburb of Wilson in Perth which is funded by the Department of Parks and Wildlife.

Statement of Financial Position

The Department's total equity is expected to increase by \$10.8 million in 2016-17 compared to the 2015-16 Estimated Actual. This is mainly attributable to increases in non-current assets in the Asset Investment Program.

Statement of Cashflows

The decrease in cashflows from Government in the 2015-16 Estimated Actual compared to the 2015-16 Budget mainly reflects reduced cashflows of RfR funding and capital appropriation (deferral of funding for the Kent Street Weir to 2016-17). In 2016-17, cashflows from Government are forecast to increase by \$5.8 million compared to the 2015-16 Estimated Actual due mainly to additional RfR funded projects.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	46,218	52,358	51,135	51,097	50,471	47,944	45,600
Grants and subsidies ^(c)	4,372	2,742	3,289	2,817	2,817	2,417	2,417
Supplies and services	19,022	20,167	24,437	22,452	20,302	17,014	6,800
Accommodation	4,621	4,800	4,800	4,892	4,985	5,079	5,079
Depreciation and amortisation	6,048	7,226	7,226	8,712	8,833	8,956	8,956
Other expenses	1,459	4,954	2,731	2,656	3,026	3,297	3,329
TOTAL COST OF SERVICES	81,740	92,247	93,618	92,626	90,434	84,707	72,181
Income							
Regulatory fees and fines	61	54	54	54	54	54	54
Grants and subsidies	4,425	1,458	3,584	2,467	2,667	2,667	2,667
Other revenue	3,192	3,755	1,811	1,776	1,822	1,870	1,870
Total Income	7,678	5,267	5,449	4,297	4,543	4,591	4,591
NET COST OF SERVICES	74,062	86,980	88,169	88,329	85,891	80,116	67,590
INCOME FROM STATE GOVERNMENT							
Service appropriations	71,532	72,359	72,359	69,600	68,933	69,146	68,109
Resources received free of charge	1,309	923	923	947	972	997	997
Royalties for Regions Fund:							
Regional Community Services Fund	7,727	14,669	8,424	8,947	8,241	3,455	80
Regional Infrastructure and Headworks Fund	4,320	1,650	3,725	9,018	7,931	8,114	-
TOTAL INCOME FROM STATE GOVERNMENT	84,888	89,601	85,431	88,512	86,077	81,712	69,186
SURPLUS/(DEFICIENCY) FOR THE PERIOD	10,826	2,621	(2,738)	183	186	1,596	1,596

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 432, 456 and 444 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants Other	365	-	-	-	-	-	-
Royalties for Regions - Water for Food Program	1,875	-	320	-	-	-	-
Rural Water Grants	1,658	2,325	2,552	2,350	2,350	1,950	1,950
State-wide Water Efficiency Measures	50	50	50	50	50	50	50
Urban Drainage	196	100	100	150	150	150	150
Water Innovation Partnerships	228	267	267	267	267	267	267
TOTAL	4,372	2,742	3,289	2,817	2,817	2,417	2,417

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	11,059	10,020	12,297	11,582	12,799	14,132	15,922
Restricted cash	10,065	2,242	3,845	3,133	2,433	1,733	1,733
Holding account receivables	5,970	6,336	6,336	6,567	8,363	8,386	8,386
Receivables	1,813	1,339	1,813	1,813	1,813	2,263	2,263
Other	1,979	2,371	1,979	1,979	1,979	1,979	1,979
Assets held for sale	2,237	1,123	2,237	2,237	2,237	2,237	2,237
Total current assets	33,123	23,431	28,507	27,311	29,624	30,730	32,520
NON-CURRENT ASSETS							
Holding account receivables	17,272	18,162	18,162	20,307	20,777	21,806	22,835
Property, plant and equipment	269,159	256,515	277,359	290,283	294,188	299,299	303,277
Intangibles	15,483	8,232	14,173	11,495	8,817	6,139	6,139
Restricted cash	-	595	-	166	340	510	697
Other	162	21,949	162	162	162	162	162
Total non-current assets	302,076	305,453	309,856	322,413	324,284	327,916	333,110
TOTAL ASSETS	335,199	328,884	338,363	349,724	353,908	358,646	365,630
CURRENT LIABILITIES							
Employee provisions	12,817	12,098	12,697	12,577	12,459	12,343	12,343
Payables	4,453	1,782	3,714	4,411	5,106	5,148	5,753
Other	42	48	42	42	42	42	42
Total current liabilities	17,312	13,928	16,453	17,030	17,607	17,533	18,138
NON-CURRENT LIABILITIES							
Employee provisions	2,312	2,257	2,289	2,267	2,245	2,223	2,223
Total non-current liabilities	2,312	2,257	2,289	2,267	2,245	2,223	2,223
TOTAL LIABILITIES	19,624	16,185	18,742	19,297	19,852	19,756	20,361
EQUITY							
Contributed equity	262,431	272,647	269,215	279,838	283,281	286,519	291,302
Accumulated surplus/(deficit) ^(b)	(4,395)	(15,739)	(7,133)	(6,950)	(6,764)	(5,168)	(3,572)
Reserves ^(b)	57,539	55,791	57,539	57,539	57,539	57,539	57,539
Total equity	315,575	312,699	319,621	330,427	334,056	338,890	345,269
TOTAL LIABILITIES AND EQUITY	335,199	328,884	338,363	349,724	353,908	358,646	365,630

(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 due to a decrement in the asset revaluation surplus on derecognition of land, buildings and infrastructure transferred directly to accumulated funds. The figure was \$295,000 in the 2014-15 actuals.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	65,097	65,133	65,133	60,888	60,100	60,190	59,153
Capital appropriation.....	6,447	8,867	5,335	10,100	3,443	3,238	4,783
Holding account drawdowns.....	4,657	5,970	5,970	6,336	6,567	7,904	7,927
Royalties for Regions Fund:							
Regional Community Services Fund.....	7,727	14,669	8,424	8,947	8,241	3,455	80
Regional Infrastructure and Headworks Fund.....	8,420	2,874	5,174	9,553	7,931	8,114	-
Net cash provided by State Government.....	92,348	97,513	90,036	95,824	86,282	82,901	71,943
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(45,272)	(53,172)	(51,949)	(50,474)	(49,848)	(47,944)	(45,600)
Grants and subsidies.....	(3,742)	(2,742)	(3,289)	(2,817)	(2,817)	(2,417)	(2,417)
Supplies and services.....	(18,126)	(19,295)	(23,566)	(20,954)	(18,762)	(15,442)	(4,401)
Accommodation.....	(4,456)	(4,800)	(4,800)	(4,892)	(4,985)	(5,079)	(4,979)
Other payments.....	(6,250)	(9,721)	(7,497)	(8,120)	(8,603)	(9,457)	(9,265)
Receipts ^(b)							
Regulatory fees and fines.....	61	54	54	54	54	54	54
Grants and subsidies.....	4,298	1,458	3,584	2,467	2,667	2,667	2,667
GST receipts.....	4,360	4,750	4,750	4,845	4,941	5,039	5,039
Other receipts.....	1,212	3,755	1,811	1,776	1,822	1,870	1,870
Net cash from operating activities.....	(67,915)	(79,713)	(80,902)	(78,115)	(75,531)	(70,709)	(57,032)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(22,670)	(18,605)	(15,873)	(18,970)	(10,060)	(11,389)	(12,934)
Proceeds from sale of non-current assets.....	1,921	1,757	1,757	-	-	-	-
Net cash from investing activities.....	(20,749)	(16,848)	(14,116)	(18,970)	(10,060)	(11,389)	(12,934)
NET INCREASE/(DECREASE) IN CASH HELD	3,684	952	(4,982)	(1,261)	691	803	1,977
Cash assets at the beginning of the reporting period.....	17,440	11,905	21,124	16,142	14,881	15,572	16,375
Cash assets at the end of the reporting period	21,124	12,857	16,142	14,881	15,572	16,375	18,352

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Regulatory Fees and Fines							
Regulatory Fees - Receipts	61	54	54	54	54	54	54
Grants and Subsidies							
Commonwealth Grants and Contributions.....	1,364	671	671	-	-	-	-
Other Grants and Contributions	2,934	787	2,913	2,467	2,667	2,667	2,667
GST Receipts							
GST Receipts.....	4,360	4,750	4,750	4,845	4,941	5,039	5,039
Other Receipts							
Lease of Commercial Land and Buildings	137	420	420	441	463	486	486
Other Receipts	1,075	3,335	1,391	1,335	1,359	1,384	1,384
TOTAL	9,931	10,017	10,199	9,142	9,484	9,630	9,630

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Fines							
Regulatory Fines	18	25	25	25	25	25	25
TOTAL ADMINISTERED INCOME	18	25	25	25	25	25	25
EXPENSES							
Other							
Receipts Paid into the Consolidated Account.....	18	25	25	25	25	25	25
TOTAL ADMINISTERED EXPENSES	18	25	25	25	25	25	25

Water Corporation

Part 12 Minister for Water; Sport and Recreation; Forestry

Asset Investment Program

Over the past eight years, this Government has planned and invested over \$1.7 billion in AIP expenditure to develop a climate-resilient water supply for Perth, the Goldfields and Agricultural region and parts of the South West. The Corporation is midway through implementing a ten-year public drinking water supply plan, 'Water Forever: Whatever the Weather', which outlines a response to address climate change and includes reducing reliance on dams and groundwater from shallow aquifers.

In 2016-17, a total of \$782 million has been committed to projects across the State. The Corporation continues to maintain a strong commitment to the provision of high quality and reliable water and wastewater services with \$3.2 billion being spent across the forward estimates period.

Expenditure in the Regions

In the North West, a total of \$36 million will be spent in 2016-17, which includes a \$7 million commitment to improve wastewater infrastructure in Broome and \$6 million to increase the wastewater treatment capacity at the Kununurra Wastewater Treatment Plant.

The South West will benefit from investment of \$66 million in 2016-17, which includes \$24 million to commence a project to supplement the supply into Harris Dam by connecting to Stirling Dam and the wider Perth metropolitan supply scheme, to meet customer demands.

The Great Southern will benefit from investment of \$64 million in 2016-17, which includes \$11 million to upgrade the Albany Wastewater Treatment Plant as part of the ongoing work for essential wastewater infrastructure for Greater Albany. The upgrade will result in a more efficient operation of the plant. A further \$4 million will also be spent in augmenting water source capacity for the Albany Lower Great Southern Town Water Scheme required to meet the long-term demand.

In the Goldfields and Agricultural Region, \$86 million will be spent in 2016-17, including \$24 million at Cunderdin and Barbalin for the construction of new storage tank facilities to improve the operation of the Water Supply Scheme and provide flexibility to meet peak demand.

A total of \$23 million will be spent in the Mid West in 2016-17, including \$4 million on improving wastewater infrastructure in Geraldton.

Expenditure in the Metropolitan Area

In 2016-17, \$15 million will be spent on commencing the upgrade of the Woodman Point Wastewater Treatment Plant to service areas south of the river and north of Kwinana. The upgrade will increase the wastewater treatment plant capacity from 120 million litres per day to 180 million litres per day to manage increased inflows.

To cater for growth in the Perth central metropolitan area, \$27 million will be spent to upgrade the Subiaco Wastewater Treatment Plant, which will increase capacity from 60 million litres per day to 67 million litres per day.

In 2016-17, \$20 million will be spent on installation of a wastewater pump station, pressure main and on-site overflow storage required to service the residential development of the Brookdale area, generally south of Wungong Brook, in the Armadale local government area.

To ensure security of supply to meet growth in Perth's North East corridor, \$13 million has been committed for the construction of a water storage tank in Ellenbrook with a capacity of 80 million litres.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Capitalised Interest and Support Allocated to Capital							
Capital Support Costs	143,178	26,987	26,987	28,363	29,276	29,276	29,276
Capitalised Borrowing Costs.....	82,166	27,310	27,310	15,642	12,778	13,728	12,708
Corporate Programs - Other Asset Investment	2,236,296	99,489	99,489	146,288	540,251	664,939	785,329
Wastewater Program							
Country Wastewater							
Albany Wastewater Treatment Plant Improvements	15,600	2,800	600	10,800	2,000	-	-
Bunbury Wastewater Treatment Plant Upgrade	15,910	210	200	1,400	800	8,700	4,800
Country Wastewater Treatment and Conveyance	159,700	85,700	85,700	74,000	-	-	-
Infill Sewerage Program	184,968	134,448	15,000	15,520	15,000	20,000	-
Metropolitan Wastewater							
Armada Pump Station, Pressure Main and Storage....	23,400	1,000	1,000	20,100	2,300	-	-
Beenyup Wastewater Treatment Plant Energy Recovery	19,200	3,300	400	7,100	8,800	-	-
Metropolitan Wastewater Treatment and Conveyance.....	187,050	89,450	89,450	97,600	-	-	-
Subiaco Wastewater Treatment Plant	45,600	11,300	8,800	27,300	7,000	-	-
Woodman Point Wastewater Treatment Plant Interim Upgrade	195,620	3,420	1,400	15,000	114,200	38,900	24,100
Water Programs							
Country Water							
Country Water Sources and Distribution	323,700	175,600	175,600	148,100	-	-	-
Cunderdin Storage Tank.....	35,900	2,000	2,000	21,000	12,000	900	-
Stirling Dam Pumpback to Harris Dam.....	48,600	600	600	24,000	23,000	1,000	-
Metropolitan Water							
Ellenbrook Tank	44,300	7,800	6,000	12,900	20,800	2,800	-
Ground Water Replenishment Scheme	128,800	119,500	53,000	7,000	2,300	-	-
Metropolitan Water Sources and Distribution	194,300	84,600	84,600	109,700	-	-	-
Total Cost of Asset Investment Program.....	4,084,288	875,514	678,136	781,813	790,505	780,243	856,213
FUNDED BY							
Borrowings.....			210,000	245,000	200,000	205,000	250,000
Capital Appropriation			14,036	-	-	-	-
Internal Funds and Balances.....			454,100	536,813	590,505	575,243	606,213
Total Funding.....			678,136	781,813	790,505	780,243	856,213

Bunbury Water Corporation

Part 12

Minister for Water; Sport and Recreation; Forestry

Asset Investment Program

The Asset Investment Program (AIP) of Bunbury Water Corporation (Aqwest) across the forward estimates period is \$10.9 million, with \$2.7 million allocated in 2016-17.

The AIP includes expenditure on the refurbishment of Aqwest's largest water storage facility and a continuing focus on water mains replacement.

The AIP is a continuance of Aqwest's long-term plan for developing and maintaining its infrastructure to meet the water supply needs of the greater Bunbury area in a sustainable manner into the future.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Plant and Other Purchases							
Information Technology Replacement Program	502	174	174	50	50	178	50
Motor Vehicle and Plant Replacement Annual Program	1,229	162	162	319	202	270	276
Works							
Distribution and Reticulation							
Chargeable Works	429	83	83	84	86	88	88
Mains Extension	499	83	83	100	103	105	108
Mains Replacement Program	2,621	519	519	599	556	509	438
New Services	445	95	95	85	87	88	90
Service Replacement	52	10	10	10	10	11	11
Valve Replacement Program	256	53	53	50	50	51	52
Reservoirs - Tech School Reservoir Remediation	2,818	1,090	1,090	860	868	-	-
Treatment Plants							
Run to Fail Replacement Contingency	156	30	30	30	31	32	33
Security Systems Upgrades	140	100	100	-	40	-	-
Smart Metering	800	150	150	150	150	150	200
Treatment Plant Painting Program	140	100	100	-	20	-	20
COMPLETED WORKS							
Mains Subdivisions - 2015-16 Program	14	14	14	-	-	-	-
Works							
Distribution and Reticulation							
Emergency/Bulk Water Connections	170	170	170	-	-	-	-
Metering of Large Fire Services	11	11	11	-	-	-	-
Treatment Plants							
Magflo Meter Replacement Program	21	21	21	-	-	-	-
Purchase Land at Robertson Wastewater Treatment Plant	250	250	250	-	-	-	-
NEW WORKS							
Works							
Reservoirs							
Mangles Link Main Booster Set	75	-	-	-	75	-	-
Replace Purlins at Roberts Reservoir	150	-	-	-	-	150	-
Roberts Reservoir Integrity Improvement Projects	655	-	-	110	545	-	-
Tank Refurbishments	150	-	-	25	80	45	-
Treatment Plants							
Asbestos Removal	30	-	-	10	10	10	-
Cathodic Protection Upgrades	100	-	-	-	-	100	-
Electrical Systems Upgrades All Wastewater Treatment Plants	250	-	-	-	-	250	-
Generator Decontactors and Changeover Equipment	230	-	-	50	60	60	60
Ladders, Walkways and Elevated Platform Upgrades	150	-	-	50	50	50	-
Refurbish Stanbury Crescent Booster Pump	80	-	-	80	-	-	-
Spencer Wastewater Treatment Plant Dyna Sand Replacements	300	-	-	-	300	-	-
Upgrade Supervisory Control and Data Acquisition System	1,338	-	-	-	-	1,338	-
Total Cost of Asset Investment Program	14,061	3,115	3,115	2,662	3,373	3,485	1,426
FUNDED BY							
Internal Funds and Balances			3,115	2,662	3,373	3,485	1,426
Total Funding			3,115	2,662	3,373	3,485	1,426

Busselton Water Corporation

Part 12

Minister for Water; Sport and Recreation; Forestry

Asset Investment Program

The Corporation's Asset Investment Program (AIP) across the forward estimates period is \$10.9 million, with \$2.7 million allocated in 2016-17. The AIP includes expenditure on:

- a program of new trunk mains to meet growth and improve network performance;
- planned asset replacement and upgrades to infrastructure at various water treatment plants; and
- continued implementation of an information and communications technology strategic plan.

The AIP ensures existing infrastructure is maintained and new infrastructure is provided to maintain water supplies in a rapidly expanding region of the State.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Building, Land and Land Improvements - 2015-16 Program.....	165	165	165	-	-	-	-
Office Equipment - 2015-16 Program.....	85	85	85	-	-	-	-
Plant, Mobile and Other Purchases - 2015-16 Program.....	236	236	236	-	-	-	-
Works							
New Connections and Meters - 2015-16 Program.....	625	625	625	-	-	-	-
New Mains and Services - 2015-16 Program.....	1,485	1,485	1,485	-	-	-	-
Treatment Plants - 2015-16 Program.....	1,524	1,524	1,524	-	-	-	-
NEW WORKS							
Building, Land and Land Improvements							
2016-17 Program.....	148	-	-	148	-	-	-
2017-18 Program.....	185	-	-	-	185	-	-
2018-19 Program.....	164	-	-	-	-	164	-
2019-20 Program.....	285	-	-	-	-	-	285
Office Equipment							
2016-17 Program.....	155	-	-	155	-	-	-
2017-18 Program.....	100	-	-	-	100	-	-
2018-19 Program.....	100	-	-	-	-	100	-
2019-20 Program.....	100	-	-	-	-	-	100
Plant, Mobile and Other Purchases							
2016-17 Program.....	21	-	-	21	-	-	-
2017-18 Program.....	74	-	-	-	74	-	-
2018-19 Program.....	291	-	-	-	-	291	-
2019-20 Program.....	161	-	-	-	-	-	161
Works							
New Connections and Meters							
2016-17 Program.....	378	-	-	378	-	-	-
2017-18 Program.....	433	-	-	-	433	-	-
2018-19 Program.....	512	-	-	-	-	512	-
2019-20 Program.....	720	-	-	-	-	-	720
New Mains and Services							
2016-17 Program.....	806	-	-	806	-	-	-
2017-18 Program.....	574	-	-	-	574	-	-
2018-19 Program.....	309	-	-	-	-	309	-
2019-20 Program.....	888	-	-	-	-	-	888
Treatment Plants							
2016-17 Program.....	1,171	-	-	1,171	-	-	-
2017-18 Program.....	1,335	-	-	-	1,335	-	-
2018-19 Program.....	1,314	-	-	-	-	1,314	-
2019-20 Program.....	646	-	-	-	-	-	646
Total Cost of Asset Investment Program.....	14,990	4,120	4,120	2,679	2,701	2,690	2,800
FUNDED BY							
Internal Funds and Balances.....			4,120	2,679	2,701	2,690	2,800
Total Funding.....			4,120	2,679	2,701	2,690	2,800

Division 61 Sport and Recreation

Part 12 Minister for Water; Sport and Recreation; Forestry

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 97 Net amount appropriated to deliver services	40,054	44,008	41,953	42,758	37,819	39,890	34,195
Item 98 Contribution to Community Sporting and Recreation Facilities Fund...	9,498	20,000	20,000	20,000	20,119	12,000	12,000
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990	15,456	16,192	16,192	16,965	17,774	18,627	19,086
- Salaries and Allowances Act 1975	309	317	317	325	325	325	325
Total appropriations provided to deliver services.....	65,317	80,517	78,462	80,048	76,037	70,842	65,606
ADMINISTERED TRANSACTIONS							
Item 99 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	758	786	786	814	839	860	869
CAPITAL							
Capital Appropriation	12,826	-	-	-	-	-	-
TOTAL APPROPRIATIONS	78,901	81,303	79,248	80,862	76,876	71,702	66,475
EXPENSES							
Total Cost of Services.....	93,697	94,204	92,381	91,764	86,648	77,645	72,375
Net Cost of Services ^(a)	84,537	86,820	85,639	85,071	79,912	70,888	65,609
CASH ASSETS ^(b)	13,539	3,701	7,205	6,550	6,605	6,690	6,820

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Adjustments to Commonwealth Grants	218	(185)	(846)	(846)	(846)
Centennial Park Albany.....	3,000	-	-	-	-
Community Sporting and Recreation Facilities Fund.....	-	-	2,849	2,940	2,940
Lathlain Park Redevelopment Project.....	-	2,500	3,500	2,600	1,400
Revised 1.5% Public Sector Wages Policy	-	(9)	(187)	(361)	(545)
Sport 4 All.....	-	-	5,000	5,000	5,000

Significant Issues Impacting the Agency

- The sport and recreation sector benefits from diversity, particularly the involvement of women in all levels of leadership. 'Get Onboard and Lead' (GOAL) is a program promoting and supporting the pathway to leadership for women in sport and recreation. The Department is facilitating and supporting other initiatives, including 'Champions of Change', to support and encourage diverse participants to become involved in sport and recreation leadership and management.
- Sport and recreation provides a positive pathway for children and young people. The Department continues to provide funding to support programs for at-risk youth. The KidSport program aims to help overcome the cost barrier of participating in sport, leading to better education, social and health outcomes for children and adolescents.
- Participation rates in physical activity decrease steadily with age, despite overwhelming evidence of the health and economic benefits such activity provides. The Department is piloting a new program, 'SilverSport', which provides financial assistance to eligible seniors to participate in community sport and recreation clubs and programs. Improved mental health, wellbeing and community connectedness are anticipated outcomes of 'SilverSport'.
- Jurisdictions overseas are embracing novel methods to encourage participation in sport and recreation. Western Australia has moved into this space with programs such as 'Your Move' and 'ActiveSmart' which aim to enhance existing lifestyles through being more active. The Department is looking to enable the delivery of services and programs that respond to the changing interests of participants during different stages of their lives.
- The integrity of sport continues to be strongly challenged on multiple fronts including drug use, corruption, sports betting and child safety. The Department is working with stakeholders to respond to these concerns and further develop its Sport Integrity Strategy to protect the positive brand of sport and recreation.
- Traditional data collection around sport and recreation has been discontinued by the Australian Bureau of Statistics, creating a gap and a loss of continuity in the evidence available to inform the monitoring and evaluation of sport and recreation policies and programs. The State Government is looking to maintain existing research partnerships and connections to maintain strong resources to inform decision-making, particularly participation statistics.
- Rapid population growth and future forecast growth is increasing the pressures on public open space and sport and recreation facilities, both in outer corridor greenfield development and through urban densification. The Department is working collaboratively with other State Government agencies to ensure public open space is identified early to facilitate planning and access to sport and recreation facilities across the state.
- The State makes significant commitments to elite and talented athlete development. Support to the Western Australian Institute of Sport (WAIS) is complemented by a range of programs for both regional and metropolitan based athletes in the talent pathway.
- The Perth Stadium is in its second year of the project delivery phase. Focus in 2016-17 will be on progressing construction and ensuring the appointed Operator provides input into key operational and management issues. This project remains on schedule and on budget.
- A number of small to medium sized State Sporting Associations operate and maintain State level sport facilities. The Department's State Sporting Infrastructure Fund assists these sports and their partners (local governments and universities) to build and refurbish these facilities. This shared provision model is cost effective to provide competition and training facilities for representative teams.
- Community need for active recreation service delivery continues to drive demand for the Department's recreation camps. Compounding this is the attraction and retention of qualified instructors to deliver outdoor programs. Master planning is being undertaken to determine opportunities to better meet demand and ensure facilities continue to be affordable, safe and accessible.
- Volunteers make up the fabric of sport and recreation in Western Australia. Many of these volunteers dedicate hours every week to supporting a wide variety of sporting and recreational endeavours in their local community. The Department has key partnerships with State Sporting Associations and recreation organisations to train and support volunteers.

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 strong and diverse sport and recreation system in Western Australia that is accessible, encourages maximum participation and develops talent.	1. Industry Leadership and Infrastructure Development 2. Building Capacity and Participation 3. Recreation Camps Management

Service Summary ^(a)

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Industry Leadership and Infrastructure Development	47,519	44,858	43,456	43,244	38,207	28,808	22,667
2. Building Capacity and Participation	37,611	40,208	40,135	39,567	39,354	39,613	40,346
3. Recreation Camps Management	8,567	9,138	8,790	8,953	9,087	9,224	9,362
Total Cost of Services	93,697	94,204	92,381	91,764	86,648	77,645	72,375

(a) With the implementation of a revised Outcome Based Management (OBM) structure, the 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual results have been recast for comparative purposes.

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: A strong and diverse sport and recreation system in Western Australia that is accessible, encourages maximum participation and develops talent:					
Satisfaction rating of policy development and leadership provided by the Department	93%	85%	85%	85%	
Satisfaction rating of the Department's consultation advice to clients	86%	90%	90%	90%	
Satisfaction rating of the Department's grant's management	85%	85%	85%	85%	
Satisfaction rating of the Department's programs, initiatives and resources ...	94%	90%	90%	90%	
Western Australian participation in organised sport and active recreation	26%	28%	26%	n/a	1
Satisfaction rating of recreation camps management and service delivery	94%	87%	87%	87%	

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

Explanation of Significant Movements

(Notes)

- Participation data for Western Australian involvement in sport and active recreation will not be available until October 2016. A new data source coordinated by the Australian Sports Commission, AusPlay Survey, will be the single source data currency for government and the sport sector in Australia. Data collection commenced for the 2015-16 year in October 2015. The participation rates for the 2015-16 year will be the baseline for the monitoring of participation levels in Western Australia and throughout Australia.

Services and Key Efficiency Indicators

1. Industry Leadership and Infrastructure Development

Provide strategic leadership for the sport and recreation industry and support for infrastructure development through funding and advice to sport and recreation groups State-wide, including State and local governments.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 47,519	\$'000 44,858	\$'000 43,456	\$'000 43,244	
Less Income	406	85	85	85	
Net Cost of Service.....	47,113	44,773	43,371	43,159	
Employees (Full Time Equivalents).....	50	51	49	49	
Efficiency Indicators					
Average Cost of Providing Consultancy (Policy, Advocacy and Infrastructure) to Organisations	\$8,937	\$15,505	\$12,069	\$10,930	1
Average Cost of Providing the Contact Services (Policy, Advocacy and Infrastructure).....	\$340	\$330	\$533	\$732	2
Average Cost to Manage Infrastructure Grants.....	\$2,759	\$2,632	\$2,634	\$2,713	

Explanation of Significant Movements

(Notes)

- The 2014-15 Actual reflects a higher level of consultation activity in infrastructure and policy initiatives. This included the rollout of several new programs, for example the Community Pool Revitalisation program.
- The variation from the 2015-16 Budget to the 2015-16 Estimated Actual and 2016-17 Budget Target is primarily due to the cessation of the Department's Information Centre service on 31 December 2015 as a result of a workplace review.

2. Building Capacity and Participation

Provide support for organisations and personnel delivering sport and recreation State-wide from participation to the elite level through advice and funding support.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 37,611	\$'000 40,208	\$'000 40,135	\$'000 39,567	
Less Income	4,396	2,514	1,872	1,696	
Net Cost of Service	33,215	37,694	38,263	37,871	
Employees (Full Time Equivalents).....	78	84	82	82	
Efficiency Indicators					
Average Cost of Providing Consultancy (Organisational Development and Participation) to Organisations.....	\$12,561	\$19,556	\$16,287	\$17,613	1
Average Cost of Providing the Contact Services (Organisational Development and Participation).....	\$183	\$206	\$346	\$468	2
Average Cost to Manage Sport and Recreation Development Grants	\$1,774	\$1,975	\$2,359	\$2,668	3

Explanation of Significant Movements

(Notes)

1. The 2014-15 Actual reflects a higher level of consultation activity resulting from the rollout of several new programs, for example the Athlete Travel Subsidy Scheme and Community Sport Equipment Grants.
2. The variation from the 2015-16 Budget to the 2015-16 Estimated Actual and 2016-17 Budget Target is primarily due to the cessation of the Department's Information Centre service on 31 December 2015 as a result of a workplace review.
3. The variation from 2015-16 Budget compared to 2015-16 Estimated Actual and 2016-17 Budget Target is due to the further consolidation of grants in the Department's sport and recreation development grant programs. A reduction in available grant funds (e.g. the Sports Wagering Account) in 2015-16 and 2016-17 will result in greater concentration on priority projects and less small grants thus impacting on total grants to be managed.

3. Recreation Camps Management

Provide experiential outdoor activities to the community through the management of recreation camps.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 8,567	\$'000 9,138	\$'000 8,790	\$'000 8,953	
Less Income	4,358	4,785	4,785	4,912	
Net Cost of Service	4,209	4,353	4,005	4,041	
Employees (Full Time Equivalents).....	58	62	61	61	
Efficiency Indicators					
Average Cost per Bed-night	\$51	\$52	\$55	\$51	
Average Cost per Participation.....	\$24	\$28	\$27	\$27	

Asset Investment Program

Construction of the Perth Stadium and surrounding Sport Precinct continues to progress positively and the 50% milestone will be reached on schedule in mid-2016. The focus for 2016-17 will be to progress construction and ensure that the appointed Operator provides input into key operational and management issues.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
New Perth Stadium - Sports Precinct	35,480	29,011	4,300	4,400	2,069	-	-
New Perth Stadium and Plaza	79,460	29,389	7,900	41,600	8,471	-	-
New Perth Stadium Project Management – Department of Sport and Recreation.....	6,900	4,400	1,500	1,600	900	-	-
New Perth Stadium Project Management - Strategic Projects.....	9,100	5,840	1,900	1,900	1,360	-	-
COMPLETED WORKS							
Camps Plant and Equipment Ongoing Replacement 2015-16 Program	65	65	65	-	-	-	-
Computer Hardware and Software - 2015-16 Program	330	330	330	-	-	-	-
Office Equipment Replacement - 2015-16 Program.....	114	114	114	-	-	-	-
Perth Rectangular Stadium Development.....	94,243	94,243	1,495	-	-	-	-
Program Equipment - 2015-16 Program.....	95	95	95	-	-	-	-
State Netball Centre - Construction	24,346	24,346	1,307	-	-	-	-
Western Australian Institute of Sport High Performance Service Centre	30,803	30,803	1,784	-	-	-	-
NEW WORKS							
Camps Plant and Equipment Ongoing Replacement 2016-17 Program	65	-	-	65	-	-	-
2017-18 Program	65	-	-	-	65	-	-
2018-19 Program	65	-	-	-	-	65	-
2019-20 Project.....	65	-	-	-	-	-	65
Computer Hardware and Software 2016-17 Program	330	-	-	330	-	-	-
2017-18 Program	330	-	-	-	330	-	-
2018-19 Program	330	-	-	-	-	330	-
2019-20 Program	330	-	-	-	-	-	330
Office Equipment Replacement 2016-17 Program	114	-	-	114	-	-	-
2017-18 Program	114	-	-	-	114	-	-
2018-19 Program	114	-	-	-	-	114	-
2019-20 Program	114	-	-	-	-	-	114
Program Equipment 2016-17 Program	95	-	-	95	-	-	-
2017-18 Program	95	-	-	-	95	-	-
2018-19 Program	95	-	-	-	-	95	-
2019-20 Program	95	-	-	-	-	-	95
Total Cost of Asset Investment Program.....	283,352	218,636	20,790	50,104	13,404	604	604
FUNDED BY							
Drawdowns from the Holding Account.....			604	604	604	604	604
Internal Funds and Balances.....			4,586	-	-	-	-
Funding Included in Department of Treasury New Perth Stadium Account			15,600	49,500	12,800	-	-
Total Funding.....			20,790	50,104	13,404	604	604

Financial Statements

Income Statement

Expenses

The Total Cost of Services decreases each year across the forward estimates. This is mainly due to a reduction in grants and subsidies expenditure resulting from the finalisation of Budget Priorities, Royalties for Regions (RfR) funded projects and a reduction in scope of the Community Sporting and Recreation Facilities Fund (CSRFF) program.

Income

The majority of the Department's income derives from the operation of the Department's camps chain, which includes four metropolitan sites and one regional site located at Albany. The income derived from the camps is net appropriated to the Department resulting in a reduced requirement for Government funding to ensure the ongoing viability of the camps. This is detailed in the sale of goods and services line.

Grants and subsidies revenue mainly reflects receipts from the Commonwealth. Other revenue comprises the recoup of funds that are provided as an 'Administered Appropriation' to the Combat Sports Commission (CSC). The staff and operating costs for the CSC are provided by the Department and recouped from the CSC.

The \$9.1 million deficit in 2014-15 mainly reflects the expenditure on projects associated with the CSRFF and RfR programs. Expenditure occurred in 2014-15 whereas funding was received in the 2013-14 financial year. The deficits of \$1.2 million in the 2015-16 Estimated Actual and \$737,000 in 2016-17 are due to the receipt of Commonwealth funds received in 2014-15 with expenditure forecast in the ensuing two years.

Statement of Financial Position

The increase in non-current assets and contributed equity up to 2016-17 reflects the approved funding for the construction of the Perth Stadium. The Perth Stadium is scheduled to be transferred to the Western Australian Sports Centre Trust upon completion in 2017-18.

Statement of Cashflows

Over the period to 2017-18, the purchase of non-current assets includes the funding for the Perth Stadium. Additionally, the Perth Stadium Design, Build, Finance and Maintain contract costs are displayed in the Cashflows from Financing Activities section. Upon completion, the control of the Perth Stadium is scheduled to be transferred to the Western Australian Sports Centre Trust.

The utilisation of cash in 2014-15 Actual mainly reflects the spend on projects funded through the Department's Asset Investment Program including the Perth Stadium, WAIS High Performance Service Centre, State Netball Centre and some residual funding for the Perth Rectangular Stadium. In addition, approved spending on projects carried forward from the 2013-14 RfR and CSRFF programs formed part of the 2014-15 Actual and associated drawdown on the cash balance.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	18,395	20,389	20,383	20,305	19,841	19,585	19,756
Grants and subsidies ^(c)	64,073	61,801	61,558	60,840	55,684	46,680	40,933
Supplies and services	6,452	6,929	5,355	5,412	5,751	5,948	6,180
Accommodation	1,887	2,881	2,881	2,983	3,121	3,171	3,217
Depreciation and amortisation	1,455	1,399	1,399	1,399	1,399	1,399	1,399
Other expenses	1,435	805	805	825	852	862	890
TOTAL COST OF SERVICES	93,697	94,204	92,381	91,764	86,648	77,645	72,375
Income							
Sale of goods and services	4,225	4,823	4,823	4,950	4,968	4,968	4,968
Grants and subsidies	3,510	1,178	536	332	332	332	332
Other revenue	1,425	1,383	1,383	1,411	1,436	1,457	1,466
Total Income	9,160	7,384	6,742	6,693	6,736	6,757	6,766
NET COST OF SERVICES	84,537	86,820	85,639	85,071	79,912	70,888	65,609
INCOME FROM STATE GOVERNMENT							
Service appropriations	65,317	80,517	78,462	80,048	76,037	70,842	65,606
Resources received free of charge	307	-	-	-	-	-	-
Royalties for Regions Fund: Regional Community Services Fund	9,834	6,364	5,957	4,286	3,848	49	51
TOTAL INCOME FROM STATE GOVERNMENT	75,458	86,881	84,419	84,334	79,885	70,891	65,657
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(9,079)	61	(1,220)	(737)	(27)	3	48

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 186, 192 and 192 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Commonwealth Grants	355	292	431	227	-	-	-
Community Sporting and Recreation Facilities Fund	14,865	19,340	19,340	19,340	19,459	11,340	11,340
Royalties for Regions Grants	14,687	6,318	6,338	4,244	3,800	-	-
Sports Financial Grants	18,537	20,501	20,099	20,906	15,493	17,555	11,349
Sports Lotteries Account	15,629	15,350	15,350	16,123	16,932	17,785	18,244
TOTAL	64,073	61,801	61,558	60,840	55,684	46,680	40,933

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	8,836	791	4,450	4,376	4,431	4,516	4,646
Restricted cash	4,703	2,871	2,755	2,089	2,089	2,089	2,089
Holding account receivables	604	604	604	604	604	604	604
Receivables	2,739	3,260	2,739	2,728	2,717	2,706	2,695
Other	245	196	245	245	245	245	245
Total current assets	17,127	7,722	10,793	10,042	10,086	10,160	10,279
NON-CURRENT ASSETS							
Holding account receivables	9,170	9,965	9,965	10,760	11,555	12,350	13,145
Property, plant and equipment	84,230	170,826	103,622	152,327	21,374	20,579	19,784
Intangibles	874	263	874	874	874	874	874
Restricted cash	-	39	-	85	85	85	85
Other	-	209,100	243,400	434,500	-	-	-
Total non-current assets	94,274	390,193	357,861	598,546	33,888	33,888	33,888
TOTAL ASSETS	111,401	397,915	368,654	608,588	43,974	44,048	44,167
CURRENT LIABILITIES							
Employee provisions	3,132	2,098	3,116	3,121	3,127	3,133	3,139
Payables	236	495	236	236	236	236	236
Other	1,229	709	723	784	849	914	979
Total current liabilities	4,597	3,302	4,075	4,141	4,212	4,283	4,354
NON-CURRENT LIABILITIES							
Employee provisions	1,070	1,669	1,065	1,070	1,070	1,070	1,070
Total non-current liabilities	1,070	1,669	1,065	1,070	1,070	1,070	1,070
TOTAL LIABILITIES	5,667	4,971	5,140	5,211	5,282	5,353	5,424
EQUITY							
Contributed equity	100,750	391,001	359,750	600,350	35,692	35,692	35,692
Accumulated surplus/(deficit)	1,115	(1,926)	(105)	(842)	(869)	(866)	(818)
Reserves	3,869	3,869	3,869	3,869	3,869	3,869	3,869
Total equity	105,734	392,944	363,514	603,377	38,692	38,695	38,743
TOTAL LIABILITIES AND EQUITY	111,401	397,915	368,654	608,588	43,974	44,048	44,167

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	63,918	79,118	77,063	78,649	74,638	69,443	64,207
Capital appropriation.....	12,826	-	-	-	-	-	-
Holding account drawdowns.....	604	604	604	604	604	604	604
Royalties for Regions Fund:							
Regional Community Services Fund.....	9,834	6,364	5,957	4,286	3,848	49	51
Receipts paid into Consolidated Account.....	(2,179)	-	-	-	-	-	-
New Perth Stadium Account.....	12,800	236,700	259,000	240,600	54,400	-	-
Net cash provided by State Government.....	97,803	322,786	342,624	324,139	133,490	70,096	64,862
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(18,000)	(20,917)	(20,911)	(20,234)	(19,770)	(19,514)	(19,685)
Grants and subsidies.....	(64,072)	(61,801)	(61,558)	(60,840)	(55,684)	(46,680)	(40,933)
Supplies and services.....	(6,204)	(6,929)	(5,355)	(5,412)	(5,751)	(5,944)	(6,174)
Accommodation.....	(1,963)	(2,735)	(2,735)	(2,832)	(2,965)	(3,015)	(3,061)
Other payments.....	(12,439)	(4,831)	(4,831)	(4,856)	(4,888)	(4,902)	(4,932)
Receipts ^(b)							
Grants and subsidies.....	3,711	1,178	536	332	332	332	332
Sale of goods and services.....	4,141	4,785	4,785	4,912	4,930	4,930	4,930
GST receipts.....	11,727	3,880	3,880	3,891	3,891	3,891	3,891
Other receipts.....	1,067	1,421	1,421	1,449	1,474	1,495	1,504
Net cash from operating activities.....	(82,032)	(85,949)	(84,768)	(83,590)	(78,431)	(69,407)	(64,128)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(40,214)	(28,204)	(20,790)	(50,104)	(13,404)	(604)	(604)
Net cash from investing activities.....	(40,214)	(28,204)	(20,790)	(50,104)	(13,404)	(604)	(604)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments - Perth Stadium.....	-	(209,100)	(249,000)	(197,100)	(43,400)	-	-
Other proceeds - Perth Stadium Transport Infrastructure.....	-	-	5,600	6,000	1,800	-	-
Net cash from financing activities.....	-	(209,100)	(243,400)	(191,100)	(41,600)	-	-
NET INCREASE/(DECREASE) IN CASH HELD.....	(24,443)	(467)	(6,334)	(655)	55	85	130
Cash assets at the beginning of the reporting period.....	37,982	4,168	13,539	7,205	6,550	6,605	6,690
Cash assets at the end of the reporting period.....	13,539	3,701	7,205	6,550	6,605	6,690	6,820

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Proceeds from the Provision of Sport Development Services to Industry Bodies..	1,693	332	232	232	232	232	232
Proceeds from the Provision of Sport Participation Services to the Commonwealth	2,018	846	304	100	100	100	100
Sale of Goods and Services							
Revenue Received for Provision of Accommodation and Recreation Programs	4,141	4,785	4,785	4,912	4,930	4,930	4,930
GST Receipts							
GST Input Credits	10,842	3,514	3,514	3,514	3,514	3,514	3,514
GST Receipts on Sales	885	366	366	377	377	377	377
Other Receipts							
Other.....	1,067	1,421	1,421	1,449	1,474	1,495	1,504
TOTAL	20,646	11,264	10,622	10,584	10,627	10,648	10,657

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Administered Appropriation.....	758	786	786	814	839	860	869
TOTAL ADMINISTERED INCOME	758	786	786	814	839	860	869
EXPENSES							
Other							
Combat Sports Commission Expenditure...	758	786	786	814	839	860	869
TOTAL ADMINISTERED EXPENSES	758	786	786	814	839	860	869

Agency Special Purpose Account Details**COMMUNITY SPORTING AND RECREATION FACILITIES SPECIAL PURPOSE ACCOUNT**

Account Purpose: The Fund holds moneys appropriated for the purpose of making grants for the development of public sporting and recreation facilities and for the management and administration of those grants.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	6,404	-	385	385
Receipts:				
Appropriations.....	9,498	20,000	20,000	20,000
Other	9	-	-	-
	15,911	20,000	20,385	20,385
Payments	15,526	20,000	20,000	20,000
CLOSING BALANCE	385	-	385	385

SPORTS LOTTERIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The purpose of the Account is to hold moneys received, pursuant to section 22(2)(c) and 22(3) of the *Lotteries Commission Act 1990*, to be applied in such proportions and among such bodies engaged in the conduct of sport in the State.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	2,407	2,407	1,320	1,320
Receipts:				
Appropriations.....	15,456	16,192	16,192	16,965
	17,863	18,599	17,512	18,285
Payments	16,543	16,192	16,192	16,965
CLOSING BALANCE	1,320	2,407	1,320	1,320

LOGUE BROOK RECREATION OFFSET TRUST ACCOUNT

Account Purpose: To fund the identification and re-establishment (and associated administration costs) of recreation amenities, where practical, within the localities of nearby dams and inland bodies, following cessation of recreational access to Logue Brook.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	229	-	56	-
Receipts:				
Other	6	-	-	-
	235	-	56	-
Payments	179	-	56	-
CLOSING BALANCE	56	-	-	-

Division 62 Western Australian Sports Centre Trust

Part 12 Minister for Water; Sport and Recreation; Forestry

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 100 Net amount appropriated to deliver services	48,215	41,490	42,426	50,977	73,882	84,397	81,472
Total appropriations provided to deliver services.....	48,215	41,490	42,426	50,977	73,882	84,397	81,472
CAPITAL							
Item 160 Capital Appropriation.....	5,044	5,472	5,472	3,436	8,694	13,865	14,327
TOTAL APPROPRIATIONS	53,259	46,962	47,898	54,413	82,576	98,262	95,799
EXPENSES							
Total Cost of Services.....	66,391	64,177	69,287	78,920	112,835	139,974	139,693
Net Cost of Services ^(a)	34,624	32,201	36,767	38,159	63,209	77,504	74,540
CASH ASSETS ^(b)	12,014	3,023	6,749	6,924	5,945	7,627	9,348

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Catering Services Transition	2,580	4,423	4,423	4,423	4,423
HBF Arena Expansion Project - Depreciation	-	-	60	119	119
nib Stadium Management	-	4,901	5,705	5,900	5,976
Oracle Financial System Service Fee.....	50	51	53	54	55
Perry Lakes Maintenance Account Drawdown.....	129	-	-	-	-
Perth Stadium					
Depreciation.....	-	-	10,634	21,267	21,267
Finance Lease Charges	-	-	16,421	32,212	31,358
Pre-Operating Costs.....	886	6,362	5,933	-	-
Supplies and Services.....	-	-	6,736	13,090	12,864
Revised 1.5% Public Sector Wages Policy	-	(4)	(87)	(207)	(372)
WA Basketball Centre Naming Rights	92	80	82	85	87

Significant Issues Impacting the Agency

- The appointment of an operator for the Perth Stadium will enable detailed operator input into venue design to maximise functionality and ensure efficient ongoing stadium operations. With 18 months until completion it also positions Perth well in terms of bidding and hosting major events so Perth Stadium can open with an exciting calendar of events that take advantage of its quality, flexibility and increased capacity.
- Touring continues to be critically important for the commercial success of the music industry, in particular as access to music has changed behaviours markedly with technology enabling low cost access to music. Western Australia will continue to attract world-class touring acts. The number of artists touring in 2016-17 is expected to be comparative to the 2015-16 financial year.

- The expansion of the HBF Arena site in Joondalup will be underway in 2016-17 and will deliver significantly improved facilities for high performance sport, community users and commercial clients following an additional injection of \$4.3 million into this project.
- Delivering high quality venues is an important element in driving increased attendance to live sporting events. Sporting clubs experiencing success in their respective competitions encourage increased patronage by those other than the dedicated loyal fan base. This in turn generates revenue for the club and increases capacity for sustained success. Clubs that are not enjoying a successful season are increasingly experiencing financial pressure and seeking additional levels of support.
- The ability to enhance the patron experience through the use of technology is essential. With respect to sport and entertainment, there is an ever increasing challenge for live events to improve and expand coverage via television and other technologies. The overall experience for the consumer at a live event must therefore be better than from the lounge room or via mobile technologies.
- Demands for increasingly effective and efficient technology deployment by major venues have escalated. This is resulting in increased utilisation of social media as an essential marketing and communication tool and driving investment considerations for items such as CCTV coverage, digital signage and WiFi.
- With some softening in the commercial market, the Asset Investment Program will be necessarily focused on a smaller number of highly targeted projects.
- Transition of business arrangements is becoming an important strategic capability for the Western Australian Sports Centre Trust (VenuesWest). The ability to transition from one management or service delivery model to another smoothly is essential. Rapidly assessing the best arrangement and managing transitions is required with changing economic circumstances impacting private sector partners.

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.	Sustainable, accessible and profitable state assets delivering sport, recreation and entertainment opportunities for Western Australians.	1. Provision of Elite Sport Facilities and Support 2. Provision of Community Facilities and Services 3. Provision of Competitive and Cost Effective State Owned Assets

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Provision of Elite Sport Facilities and Support.....	26,451	25,950	27,607	31,178	44,854	55,822	55,716
2. Provision of Community Facilities and Services	14,997	14,160	15,647	18,584	26,760	32,868	32,670
3. Provision of Competitive and Cost Effective State Owned Assets	24,943	24,067	26,033	29,158	41,221	51,284	51,307
Total Cost of Services	66,391	64,177	69,287	78,920	112,835	139,974	139,693

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Sustainable, accessible and profitable state assets delivering sport, recreation and entertainment opportunities for Western Australians:					
Percentage of targeted sports where venues meet international competition standards	81%	81%	81%	88%	
Elite user satisfaction	82%	77%	85%	79%	
Percentage of visitors whose expectations were met or exceeded by VenuesWest services	89%	80%	80%	80%	
Commercial user satisfaction	95%	82%	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. Provision of Elite Sport Facilities and Support**

Manage and maintain facilities of an international level for elite sport programs.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service	\$'000 26,451	\$'000 25,950	\$'000 27,607	\$'000 31,178	1
Less Income	3,428	3,568	3,368	4,197	2
Net Cost of Service	23,023	22,382	24,239	26,981	
Employees (Full Time Equivalents)	75	78	78	85	
Efficiency Indicators					
Direct Government Funding Compared to Provision of Elite Sports Facilities (\$ per Hour)	\$891	\$967	\$937	\$1,075	3

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service in the 2015-16 Estimated Actual compared to the 2015-16 Budget mainly reflects the additional costs associated with the return of the management of catering in-house in December 2015. The increase in the 2016-17 Budget Target compared to the 2015-16 Estimated Actual reflects the additional costs associated with the Perth Stadium Operator Contract.
2. The increase in income in the 2016-17 Budget Target compared to the 2015-16 Estimated Actual mainly reflects grant income to be received for the HBF Arena expansion projects.
3. The increase in cost per hour in the 2015-16 Budget compared to the 2014-15 Actual reflects the higher than anticipated training and competition hours that occurred in 2014-15. The lower cost in the 2015-16 Estimated Actual compared to the 2015-16 Budget also reflects the higher than anticipated training and competition hours forecast for 2015-16. The higher cost in the 2016-17 Budget Target compared to the 2015-16 Estimated Actual mainly reflects the forecast increase in costs, with training and competition hours estimated to be similar to the 2015-16 Estimated Actual, and additional costs associated with the Perth Stadium Operator Contract.

2. Provision of Community Facilities and Services

Manage and maintain facilities to provide for community services and programmes.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 14,997	\$'000 14,160	\$'000 15,647	\$'000 18,584	1
Less Income	7,699	9,648	8,283	14,473	2
Net Cost of Service	7,298	4,512	7,364	4,111	
Employees (Full Time Equivalents).....	80	83	87	90	
Efficiency Indicators					
Average Cost per Visit of Providing Community Facilities and Services	\$7.22	\$7.13	\$7.87	\$9.19	3

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service in both the 2015-16 Estimated Actual compared to the 2015-16 Budget and the 2016-17 Budget Target compared to the 2015-16 Estimated Actual mainly reflects the additional costs associated with the return of the management of catering in-house in December 2015. The increase in the 2016-17 Budget Estimate compared to the 2015-16 Estimated Actual also reflects the additional costs associated with the Perth Stadium Operator Contract.
2. The increase in income in the 2016-17 Budget Target compared to the 2015-16 Estimated Actual mainly reflects grant income to be received for the HBF Arena expansion projects.
3. The increase in the Average Cost per Visit of Providing Community Facilities and Services in 2015-16 Estimated Actual compared to the 2015-16 Budget mainly reflects the additional costs associated with the return of the management of catering in-house in December 2015. The increase in the 2016-17 Budget Target compared to the 2015-16 Estimated Actual reflects the additional costs associated with the Perth Stadium Operator Contract.

3. Provision of Competitive and Cost Effective State Owned Assets

Manage and maintain facilities to provide for sporting and entertainment programs and events that are commercially viable and cost effective.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 24,943	\$'000 24,067	\$'000 26,033	\$'000 29,158	1
Less Income	20,640	18,760	20,869	22,091	2
Net Cost of Service	4,303	5,307	5,164	7,067	
Employees (Full Time Equivalents).....	65	68	83	90	
Efficiency Indicators					
Ratio of Commercial Revenue Compared to Total Operating Expenses	84%	83%	82%	72%	3

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service in 2015-16 Estimated Actual compared to the 2015-16 Budget and the 2016-17 Budget Target compared to the 2015-16 Estimated Actual mainly reflects the additional costs associated with the return of the management of catering in-house in December 2015. The increase in the 2016-17 Budget Target compared to the 2015-16 Estimated Actual reflects the additional costs associated with the Perth Stadium Operator Contract.
2. The increase in income in both the 2015-16 Estimated Actual compared to the 2015-16 Budget and the 2016-17 Budget Target compared to the 2015-16 Estimated Actual mainly reflects the additional income associated with the return of the management of catering in-house in December 2015.
3. The reduction in the Ratio of Commercial Revenue Compared to Total Operating Expenses in the 2016-17 Budget Target compared to the 2015-16 Estimated Actual mainly reflects the additional costs associated with the Perth Stadium Operator Contract.

Asset Investment Program

The 2016-17 Asset Investment Program totals \$21 million, comprising \$8.6 million for the HBF Arena Expansion Projects and \$12.4 million for capital upgrades and maintenance across VenuesWest's asset portfolio.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
HBF Arena Expansion Projects	24,108	9,456	8,643	8,630	6,022	-	-
COMPLETED WORKS							
Capital Upgrades and Maintenance - 2015-16 Program	12,619	12,619	12,619	-	-	-	-
Information and Communications Technology Plan	1,010	1,010	309	-	-	-	-
Perth Arena	538,573	538,573	1,140	-	-	-	-
NEW WORKS							
Capital Upgrades and Maintenance							
2016-17 Program	12,016	-	-	12,016	-	-	-
2017-18 Program	12,017	-	-	-	12,017	-	-
2018-19 Program	10,079	-	-	-	-	10,079	-
2019-20 Program	10,610	-	-	-	-	-	10,610
nib Stadium Management - Plant and Equipment	1,875	-	-	375	500	500	500
Perth Stadium - Computers and Office Equipment	711	-	-	-	150	293	268
Total Cost of Asset Investment Program	623,618	561,658	22,711	21,021	18,689	10,872	11,378
FUNDED BY							
Capital Appropriation ^(a)			5,472	3,436	2,095	719	1,225
Drawdowns from the Holding Account			4,700	4,700	4,700	4,700	4,700
Internal Funds and Balances			12,539	12,885	11,894	5,453	5,453
Total Funding			22,711	21,021	18,689	10,872	11,378

(a) The variation in the Capital Appropriation of \$6.6 million in the 2017-18 Forward Estimate, \$13.1 million in 2018-19 Forward Estimate and \$13.1 million in 2019-20 Forward Estimate between the Asset Investment Program table and the Appropriations, Expenses and Cash Assets table relates to principal repayments for the finance lease for the Perth Stadium. This repayment is reflected in the Cashflows from Financing Activities section of the Cashflow statement.

Financial Statements

Income Statement

Expenses

The 2016-17 Budget Estimate for expenses is forecast to increase by \$9.6 million (13.9%) compared to the 2015-16 Estimated Actual. This is mainly attributed to additional costs associated with the return of catering in-house in December 2015 and additional costs associated with Perth Stadium Operator Contract.

Income

The 2016-17 Budget Estimate for income is forecast to increase by \$8.2 million (25.3%) compared to the 2015-16 Estimated Actual. This is mainly attributed to additional grant income of \$5.8 million for the HBF Arena expansion projects and the difference between commission earned from outsourced catering and the income from the return of catering in-house in December 2015 of \$1.8 million.

Statement of Financial Position

The increase of \$22.5 million (2.2%) in non-current assets in the 2016-17 Budget Estimate compared to the 2015-16 Estimated Actual is primarily due to anticipated revaluation increments in land and buildings, the HBF Arena expansion projects and increases in Holding Account receivables.

The increase of \$1.1 billion in non-current assets in the 2017-18 Forward Estimate compared to the 2016-17 Budget Estimate relates to the transfer of the finished Perth Stadium to VenuesWest as well as anticipated revaluation increments in land and buildings, the HBF Arena expansion projects and increases in Holding Account receivables.

The increase of \$416.2 million in non-current liabilities in the 2017-18 Forward Estimate compared to the 2016-17 Budget Estimate relates to the transfer of the amounts owing on the Design, Build, Finance and Maintain Contract for the finished Perth Stadium when transferred to VenuesWest.

Statement of Cashflows

The increase in the net increase/(decrease) in cash held in the 2016-17 Budget Estimate compared to the 2015-16 Estimated Actual mainly reflects capital grant income for the HBF Arena expansion projects.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	18,301	17,922	19,047	21,164	20,920	20,588	20,544
Supplies and services	7,380	7,747	9,971	16,038	22,425	22,771	22,629
Accommodation	7,170	6,794	6,622	7,257	7,313	7,184	7,218
Depreciation and amortisation	28,413	28,308	29,681	30,222	41,319	52,613	53,249
Finance Lease Charges	-	-	-	-	16,421	32,212	31,358
Other expenses	5,127	3,406	3,966	4,239	4,437	4,606	4,695
TOTAL COST OF SERVICES	66,391	64,177	69,287	78,920	112,835	139,974	139,693
Income							
Sale of goods and services	24,837	22,144	25,360	29,645	40,784	57,471	60,146
Grants and subsidies	58	2,250	-	5,750	4,000	-	-
Other revenue	6,872	7,582	7,160	5,366	4,842	4,999	5,007
Total Income	31,767	31,976	32,520	40,761	49,626	62,470	65,153
NET COST OF SERVICES	34,624	32,201	36,767	38,159	63,209	77,504	74,540
INCOME FROM STATE GOVERNMENT							
Service appropriations	48,215	41,490	42,426	50,977	73,882	84,397	81,472
TOTAL INCOME FROM STATE GOVERNMENT	48,215	41,490	42,426	50,977	73,882	84,397	81,472
SURPLUS/(DEFICIENCY) FOR THE PERIOD	13,591	9,289	5,659	12,818	10,673	6,893	6,932

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 220, 248 and 265 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	12,014	3,023	6,514	6,435	5,196	6,613	8,063
Restricted cash	-	-	235	489	749	1,014	1,285
Holding account receivables	4,700	4,700	4,700	4,700	4,700	4,700	4,700
Receivables	2,598	2,046	2,598	2,598	2,598	2,598	2,598
Other	10,312	9,088	10,312	10,312	10,312	10,312	10,312
Total current assets	29,624	18,857	24,359	24,534	23,555	25,237	26,958
NON-CURRENT ASSETS							
Holding account receivables	82,533	106,141	106,141	131,663	166,868	213,367	261,916
Property, plant and equipment	946,820	1,036,825	921,993	918,957	1,974,895	1,949,256	1,922,455
Intangibles	305	1,157	662	710	757	757	757
Total non-current assets	1,029,658	1,144,123	1,028,796	1,051,330	2,142,520	2,163,380	2,185,128
TOTAL ASSETS	1,059,282	1,162,980	1,053,155	1,075,864	2,166,075	2,188,617	2,212,086
CURRENT LIABILITIES							
Employee provisions	2,209	1,907	2,209	2,209	2,209	2,209	2,209
Payables	938	849	938	938	938	938	938
Other	3,180	2,295	3,422	3,664	3,906	4,148	4,390
Total current liabilities	6,327	5,051	6,569	6,811	7,053	7,295	7,537
NON-CURRENT LIABILITIES							
Employee provisions	916	838	916	916	916	916	916
Borrowings	-	-	-	-	416,232	403,087	389,984
Total non-current liabilities	916	838	916	916	417,148	404,003	390,900
TOTAL LIABILITIES	7,243	5,889	7,485	7,727	424,201	411,298	398,437
EQUITY							
Contributed equity	886,541	835,565	892,013	895,449	1,544,201	1,558,065	1,572,393
Accumulated surplus/(deficit)	59,659	68,979	65,318	78,136	88,809	95,702	102,634
Reserves	105,839	252,547	88,339	94,552	108,864	123,552	138,622
Total equity	1,052,039	1,157,091	1,045,670	1,068,137	1,741,874	1,777,319	1,813,649
TOTAL LIABILITIES AND EQUITY	1,059,282	1,162,980	1,053,155	1,075,864	2,166,075	2,188,617	2,212,086

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	20,510	13,182	14,118	20,755	32,563	31,784	28,223
Capital appropriation.....	5,044	5,472	5,472	3,436	8,694	13,865	14,327
Holding account drawdowns.....	4,700	4,700	4,700	4,700	4,700	4,700	4,700
Net cash provided by State Government.....	30,254	23,354	24,290	28,891	45,957	50,349	47,250
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(17,799)	(17,922)	(19,047)	(21,164)	(20,920)	(20,588)	(20,543)
Supplies and services.....	(15,849)	(6,679)	(9,657)	(14,696)	(21,080)	(21,423)	(21,278)
Accommodation.....	(7,411)	(6,794)	(6,622)	(7,257)	(7,313)	(7,184)	(7,218)
Finance Lease Charges.....	-	-	-	-	(16,422)	(32,212)	(31,358)
Other payments.....	(10,695)	(5,934)	(5,740)	(7,040)	(7,242)	(7,414)	(7,507)
Receipts							
Grants and subsidies.....	58	2,250	-	5,750	4,000	-	-
Sale of goods and services.....	24,375	22,144	25,360	29,644	40,785	57,471	60,146
GST receipts.....	5,814	1,460	1,460	1,460	1,460	1,460	1,460
Other receipts.....	6,839	7,582	7,402	5,608	5,084	5,241	5,249
Net cash from operating activities.....	(14,668)	(3,893)	(6,844)	(7,695)	(21,648)	(24,649)	(21,049)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(13,067)	(21,404)	(22,711)	(21,021)	(18,689)	(10,872)	(11,378)
Proceeds from sale of non-current assets.....	33	-	-	-	-	-	-
Other receipts.....	758	-	-	-	-	-	-
Net cash from investing activities.....	(12,276)	(21,404)	(22,711)	(21,021)	(18,689)	(10,872)	(11,378)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments.....	-	-	-	-	(6,599)	(13,146)	(13,102)
Net cash from financing activities.....	-	-	-	-	(6,599)	(13,146)	(13,102)
NET INCREASE/(DECREASE) IN CASH HELD.....	3,310	(1,943)	(5,265)	175	(979)	1,682	1,721
Cash assets at the beginning of the reporting period.....	8,702	4,966	12,014	6,749	6,924	5,945	7,627
Net cash transferred to/from other agencies....	2	-	-	-	-	-	-
Cash assets at the end of the reporting period.....	12,014	3,023	6,749	6,924	5,945	7,627	9,348

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

Western Australian Institute of Sport

Part 12

Minister for Water; Sport and Recreation; Forestry

Asset Investment Program

The Asset Investment Program covers the Institute's upgrade and replacement of sporting equipment, sport science technology and hardware and office equipment, assisting the Institute to provide opportunities for talented Western Australian athletes to achieve excellence in elite sport with support from their home environment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2015-16 Program.....	237	237	237	-	-	-	-
NEW WORKS							
Asset Replacement							
2016-17 Program.....	143	-	-	143	-	-	-
2017-18 Program.....	143	-	-	-	143	-	-
2018-19 Program.....	143	-	-	-	-	143	-
2019-20 Program.....	143	-	-	-	-	-	143
Total Cost of Asset Investment Program.....	809	237	237	143	143	143	143
FUNDED BY							
Internal Funds and Balances.....			237	143	143	143	143
Total Funding.....			237	143	143	143	143

Forest Products Commission

Part 12

Minister for Water; Sport and Recreation; Forestry

Asset Investment Program

The Commission's Asset Investment Program provides for an ongoing program to update information technology, other equipment that supports the delivery of its services and to replace key business systems.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Computers, Plant and Equipment - 2015-16 Program.....	600	600	600	-	-	-	-
Forest Planning and Management System.....	530	530	530	-	-	-	-
NEW WORKS							
Computers, Plant and Equipment							
2016-17 Program.....	600	-	-	600	-	-	-
2017-18 Program.....	600	-	-	-	600	-	-
2018-19 Program.....	600	-	-	-	-	600	-
2019-20 Program.....	600	-	-	-	-	-	600
Total Cost of Asset Investment Program.....	3,530	1,130	1,130	600	600	600	600
FUNDED BY							
Internal Funds and Balances.....			1,130	600	600	600	600
Total Funding.....			1,130	600	600	600	600

Part 13

Minister for Agriculture and Food; Transport

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Agriculture and Food			
	– Delivery of Services.....	121,924	112,944	116,297
	– Administered Grants, Subsidies and Other Transfer Payments ...	1,600	1,600	1,600
	– Capital Appropriation.....	4,877	4,377	301
	Total.....	128,401	118,921	118,198
	Rural Business Development Corporation			
	– Delivery of Services.....	232	232	236
	Total.....	232	232	236
	Transport			
	– Delivery of Services.....	38,934	40,189	61,161
	– Administered Grants, Subsidies and Other Transfer Payments ...	100	100	100
	– Capital Appropriation.....	9,754	10,134	16,107
	Total.....	48,788	50,423	77,368
	Commissioner of Main Roads			
	– Delivery of Services.....	882,701	879,774	937,533
	– Capital Appropriation.....	425,414	294,173	251,453
	Total.....	1,308,115	1,173,947	1,188,986
	Public Transport Authority of Western Australia			
	– Delivery of Services.....	359	359	359
	– Capital Appropriation.....	139,661	112,296	576,384
	Total.....	140,020	112,655	576,743
	GRAND TOTAL			
	– Delivery of Services.....	1,044,150	1,033,498	1,115,586
	– Administered Grants, Subsidies and Other Transfer Payments ...	1,700	1,700	1,700
	– Capital Appropriation.....	579,706	420,980	844,245
	Total	1,625,556	1,456,178	1,961,531

Division 63 Agriculture and Food

Part 13 Minister for Agriculture and Food; Transport

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 101 Net amount appropriated to deliver services	139,863	120,307	111,327	114,669	111,199	108,167	106,946
Amount Authorised by Other Statutes							
- Biosecurity and Agriculture Management Act 2007	1,235	1,235	1,235	1,235	1,235	1,235	1,235
- Salaries and Allowances Act 1975	371	382	382	393	393	393	393
Total appropriations provided to deliver services	141,469	121,924	112,944	116,297	112,827	109,795	108,574
ADMINISTERED TRANSACTIONS							
Item 102 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	9,000	1,600	1,600	1,600	1,600	-	-
CAPITAL							
Item 161 Capital Appropriation	5,597	4,877	4,377	301	-	-	-
TOTAL APPROPRIATIONS	156,066	128,401	118,921	118,198	114,427	109,795	108,574
EXPENSES							
Total Cost of Services	224,279	213,098	227,841	219,033	191,463	181,031	171,552
Net Cost of Services ^(a)	166,068	164,815	175,020	166,903	140,802	143,764	135,284
CASH ASSETS ^(b)	75,801	41,612	56,819	48,782	42,349	41,935	43,521

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Tariffs, Fees and Charges	-	1,321	1,037	915	938
Animal Welfare Review	-	1,145	985	921	958
Commonwealth Partnership Agreements	250	1,696	1,458	1,471	-
Livestock Biosecurity	1,493	-	-	-	-
Management of Former Perth Market Authority Employees	840	738	-	-	-
Oracle Financial System Service Fee	220	226	231	237	243
Revised 1.5% Public Sector Wages Policy	-	(52)	(1,069)	(1,784)	(2,643)
Revision to Indexation for Non-Salary Expenses	-	(404)	(961)	(1,433)	-

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Royalties for Regions					
Asian Market Success	2,000	3,570	430	-	-
Doppler Radar Project	1,706	1,706	1,606	1,506	1,506
Grower Group Research and Development Fund	4,643	8,660	5,454	3,343	-
Premium Food Centre	475	1,200	1,325	-	-
Regional Men's Health	-	-	-	800	800
Royal Agricultural Society Show Concessions	(629)	(800)	(800)	(800)	-
Seizing the Opportunity Agriculture	-	-	-	25,000	25,000
Specialist Food Centre	225	525	750	-	-
Wild Dogs Management Plan	-	750	-	-	-
Targeted Voluntary Separation Scheme	(9,200)	(9,400)	(9,700)	(9,900)	(10,140)

Significant Issues Impacting the Agency

- The contraction of the State's mining and resources sectors has highlighted the need to broaden the Western Australian economy. With an increasing global demand for safe and reliable premium foods, the agriculture and food (agrifood) sector has the potential to make a much greater contribution to the Western Australian economy. Recognising this, in 2013 the Department established the Agrifood 2025+ Strategy to support industry in its efforts to double the value of its sales by 2025. The Department will continue to lead this strategy.
- Independent analysis has determined that doubling the value of the State's agrifood sector is achievable. This analysis also showed that the industry will not achieve the Agrifood 2025+ Strategy goals on its own, and will require contributions from both industry and government.
- The potential for doubling the State's agriculture and food sector lies in exporting premium products matched to the needs of premium markets. Access to such markets is increasingly dependent on strong inter-governmental relations and sophisticated product integrity, tracking and biosecurity arrangements. The Department will work with industry and other governments to facilitate these arrangements in target markets.
- Competing in such markets requires highly sophisticated value chains – in which all participants share in the benefits of the chain's overall success. The Department will work closely with those businesses that have the potential to contribute to building stronger chains, but which do not yet have the capability to do so on their own.
- At the individual enterprise level, it takes different business and capital management capabilities to double the size of a business than to maintain it, or to grow incrementally. The Department will work closely with those industries and businesses whose ability to grow is constrained by a lack of such skills and arrangements.
- The Government's \$350 million Seizing the Opportunity initiative, established in 2013, complements the Agrifood 2025+ Strategy. Funded through the Royalties for Regions (RfR) program, this initiative aims to remove constraints to growth that are beyond the capability of any one department or industry. The Department will continue to lead 10 projects under this initiative, and will look to develop more projects of this type as the need arises.
- While many Western Australian agrifood industries still lack the skills needed to drive their own growth, an increasing number have reached – or are approaching – this level of maturity and self-reliance. The Department will increasingly tailor its relationship with each industry in line with their individual and evolving needs. The aim is to help each industry gain the skills and confidence it needs to reach maturity without inflicting undue risk on either the businesses involved or the State.

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. Where practicable, the 2014-15 Actual, 2015-16 Budget Target and 2015-16 Estimated Actual has been recast for comparative 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 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.	A profitable, innovative and sustainable agrifood sector that benefits Western Australia.	1. Market Development, Investment and Market Access 2. Productivity Improvement and Innovation 3. Business Development and Promotion 4. Productive Natural Resources 5. Biosecurity and Product Integrity 6. A Business Environment for Growth

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Market Development, Investment and Market Access.....	23,657	25,556	25,597	26,469	22,041	22,688	19,533
2. Productivity Improvement and Innovation....	41,074	38,324	42,378	38,735	30,401	29,885	25,599
3. Business Development and Promotion.....	16,967	15,844	17,944	20,772	18,524	17,168	14,352
4. Productive Natural Resources.....	40,281	35,615	36,270	26,254	21,323	16,335	14,926
5. Biosecurity and Product Integrity.....	62,528	60,669	63,591	66,208	62,254	60,232	62,150
6. A Business Environment for Growth.....	39,772	37,090	42,061	40,595	36,920	34,723	34,992
Total Cost of Services	224,279	213,098	227,841	219,033	191,463	181,031	171,552

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: A profitable, innovative and sustainable agrifood sector that benefits Western Australia:					
Proportion of co-investment in Department led initiatives.....	25%	38%	25%	25%	1
Proportion of businesses that consider the Department has positively influenced the profitability of the sector.....	41%	42%	38%	40%	2
Proportion of businesses that consider the Department has fostered innovation in the sector.....	40%	42%	38%	40%	2
Proportion of businesses and key stakeholders that consider the Department has positively influenced the sustainability of the sector.....	41%	45%	40%	43%	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 2015-16 Estimated Actual is lower than the 2015-16 Budget due to the winding down of the Australian Cooperative Research Centre program, and delayed implementation of some RfR projects.
2. All targets and actual key effectiveness indicators are amended to show businesses that rate the Departments influence as at least 50%, representing a moderate or significant influence. These were previously reported as scores of 60% or above, representing a significant influence only.

Services and Key Efficiency Indicators

1. Market Development, Investment and Market Access

This service is about supporting Western Australian agrifood businesses in their efforts to increase their attractiveness to domestic and international markets. It aims to support current and prospective industries to develop the marketing and business arrangements they need to remain globally competitive. It focuses on the development of coordinated growth initiatives, collaborative processes and networks that help the State's agrifood sector increase its contribution to the Western Australian economy.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 23,657	\$'000 25,556	\$'000 25,597	\$'000 26,469	
Less Income.....	4,874	4,482	4,096	3,528	
Net Cost of Service.....	18,783	21,074	21,501	22,941	
Employees (Full Time Equivalents).....	126	110	110	111	
Efficiency Indicators					
Net Service Cost as a Factor of Gross Value of Agricultural Production (GVAP)	0.28%	0.3%	0.3%	0.3%	1
Public and Private Sector Co-Investment in Department Led Market Development Initiatives as a Factor of the Net Cost of this Service	20%	15%	20%	15%	

Explanation of Significant Movements

(Notes)

1. Based on the Australian Bureau of Statistics GVAP five year rolling average of \$6.8 billion.

2. Productivity Improvement and Innovation

This service involves supporting businesses in their efforts to optimise the technical side of their enterprise by increasing the volume and cost effectiveness of their products. It applies to all elements of the supply chain, and to the key systems and processes required for an internationally competitive sector. Such innovation is particularly important in the current economic environment where businesses are being impacted by rapid technical changes, increasing climate variability and evolving capital and financing arrangements. The Department provides a range of accessible tools that aim to foster innovation in target industries, and is constantly developing new tools according to emerging trends and opportunities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 41,074	\$'000 38,324	\$'000 42,378	\$'000 38,735	
Less Income	14,986	13,576	14,764	15,448	
Net Cost of Service	26,088	24,748	27,614	23,287	1
Employees (Full Time Equivalents).....	173	152	152	154	
Efficiency Indicators					
Net Service Cost as a Factor of GVAP	0.38%	0.4%	0.4%	0.3%	2
Public and Private Sector Co-Investment in Department Led Productivity Improvement and Innovation Initiatives as a Factor of the Net Cost of this Service	50%	51%	60%	45%	

Explanation of Significant Movements

(Notes)

1. The decrease in Net Cost of Service from the 2015-16 Estimated Actual to the 2016-17 Budget Target of \$4.3 million (15.7%) is due to a carry forward of external funds from 2014-15 into 2015-16. The 2016-17 Budget Estimate is more reflective of the service's true cost.
2. Based on the Australian Bureau of Statistics GVAP five year rolling average of \$6.8 billion.

3. Business Development and Promotion

This service relates to the Department's focus on the commercial components needed for business success. It involves working with industry to facilitate the development of investment-ready supply chains, helping business owners align their corporate skills and knowledge with global best practice, and developing decision-aiding tools that support business success. It aims to help growing businesses in their efforts to increase the quality and marketability of their existing and emerging products, and in managing their business risks.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 16,967	\$'000 15,844	\$'000 17,944	\$'000 20,772	
Less Income	4,738	4,034	4,197	5,401	
Net Cost of Service	12,229	11,810	13,747	15,371	1
Employees (Full Time Equivalents).....	83	73	73	74	
Efficiency Indicators					
Net Service Cost as a Factor of GVAP	0.18%	0.2%	0.2%	0.2%	2
Public and Private Sector Co-Investment in Department Led Business Development and Promotion Initiatives as a Factor of the Net Cost of this Service	29%	30%	30%	25%	

Explanation of Significant Movements

(Notes)

1. The increase in Net Cost of Service from the 2015-16 Estimated Actual to the 2016-17 Budget Target of \$1.6 million (11.8%) is primarily driven by an increase in RfR grants and subsidies expenditure for the Grower Group Research and Development Fund project.
2. Based on the Australian Bureau of Statistics GVAP five year rolling average of \$6.8 billion.

4. Productive Natural Resources

This service is about the Department's role in supporting the productive capacity of the State's natural resources – land, water, native vegetation and biodiversity that underpin the sector. This is essential both to the viability of the sector and to maintaining the physical environment and amenity that all Western Australians value and enjoy. This work involves partnerships with industry and a wide range of government agencies to fulfil shared responsibilities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 40,281	\$'000 35,615	\$'000 36,270	\$'000 26,254	
Less Income	9,854	7,345	8,204	9,160	
Net Cost of Service.....	30,427	28,270	28,066	17,094	1
Employees (Full Time Equivalents).....	135	118	118	119	
Efficiency Indicators					
Net Service Cost as a Factor of GVAP	0.45%	0.4%	0.4%	0.2%	2
Public and Private Sector Co-Investment in Department Led Productive Resource Management Initiatives as a Factor of the Net Cost of this Service.....	25%	25%	35%	35%	

Explanation of Significant Movements

(Notes)

1. The decrease in Net Cost of Service from the 2015-16 Estimated Actual to the 2016-17 Budget Target of \$10.9 million (39.1%) is largely due to the decrease in the RfR funded Gascoyne Food Bowl project.
2. Based on the Australian Bureau of Statistics GVAP five year rolling average of \$6.8 billion.

5. Biosecurity and Product Integrity

This service is about the Department's efforts to protect the productivity, marketing, environmental and social advantages that all Western Australians enjoy from being free of the world's most serious weed, pest and disease threats. While the Australian Quarantine and Inspection Service offer the front line of defence against biosecurity threats arriving from overseas, all other biosecurity management responsibilities rest with the States, including keeping out a number of significant threats endemic to the Eastern State's but not Western Australia. Increasingly, the world's premium food markets are demanding that their suppliers have highly-sophisticated biosecurity management capabilities. This service involves working closely with industry and governments (at local and international levels) to build and demonstrate that capability.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 62,528	\$'000 60,669	\$'000 63,591	\$'000 66,208	
Less Income	18,038	14,269	17,038	14,091	
Net Cost of Service.....	44,490	46,400	46,553	52,117	1
Employees (Full Time Equivalents).....	405	355	355	359	
Efficiency Indicators					
Net Service Cost as a Factor of GVAP	0.65%	0.7%	0.7%	0.8%	2
Public and Private Sector Co-Investment in Department Led Biosecurity and Product Integrity Initiatives as a Factor of the Net Cost of this Service.....	29%	22%	30%	25%	

Explanation of Significant Movements

(Notes)

1. The increase in Net Cost of Service from the 2015-16 Estimated Actual to the 2016-17 Budget Target of \$5.6 million (12%) primarily relates to the delivery of 19 recommendations as detailed in the Animal Welfare Review Report, and the reallocation of internal resources towards biosecurity activities.
2. Based on the Australian Bureau of Statistics GVAP five year rolling average of \$6.8 billion.

6. A Business Environment for Growth

This service is about optimising policy settings and relationships across government, industry and related organisations. It reflects the leadership the Department provides in partnering with stakeholders in terms of the regulatory, policy and planning settings that affect the agrifood sector. It involves building the combined ability of governments, industry and the broader community to develop the agrifood sector while dealing with biosecurity and natural resource risks. An increasingly complex and changing world requires a collaborative approach that allows the agrifood sector to develop in the most efficient and effective manner possible.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 39,772	\$'000 37,090	\$'000 42,061	\$'000 40,595	
Less Income	5,721	4,577	4,522	4,502	
Net Cost of Service	34,051	32,513	37,539	36,093	1
Employees (Full Time Equivalents).....	204	179	179	180	
Efficiency Indicators					
Net Service Cost as a Factor of GVAP	0.50%	0.5%	0.5%	0.5%	2
Public and Private Sector Co-Investment in Department Led Growth Initiatives as a Factor of the Net Cost of this Service.....	9%	9%	10%	10%	

Explanation of Significant Movements

(Notes)

- The decrease in Net Cost of Service from the 2015-16 Budget to the 2015-16 Estimated Actual of \$5 million (15.5%) is due to the increase in RfR funding for the Boost Grains Research and Development Support and the Pilbara Hinterland Agriculture Development Initiative projects.
- Based on the Australian Bureau of Statistics GVAP five year rolling average of \$6.8 billion.

Asset Investment Program

The 2016-17 Asset Investment Program totals \$13 million, including \$4 million for the Equipment Replacement Program, \$3.2 million for the Information Management Systems Upgrade, and \$5.3 million for various capital works delivered under the RfR program.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Boosting Grains Research and Development GrainsWest Infrastructure ^(a)	6,865	1,129	1,129	2,800	2,936	-	-
Equipment Replacement Program.....	35,455	15,676	4,675	4,044	4,589	2,653	2,793
Information Management Systems Upgrade	32,596	26,439	3,127	3,154	3,003	-	-
Regional Natural Resource Management Program ^(b)	9,694	7,166	3,533	2,528	-	-	-
The Decommissioning of the Office of Shared Services.....	5,971	5,471	-	500	-	-	-
COMPLETED WORKS							
Department's Headquarters Accommodation Business Case	250	250	250	-	-	-	-
Total Cost of Asset Investment Program.....	90,831	56,131	12,714	13,026	10,528	2,653	2,793
FUNDED BY							
Capital Appropriation			4,377	301	-	-	-
Drawdowns from the Holding Account.....			3,675	3,975	2,589	2,653	2,793
Internal Funds and Balances.....			382	3,422	5,003	-	-
Drawdowns from Royalties for Regions Fund			4,280	5,328	2,936	-	-
Total Funding.....			12,714	13,026	10,528	2,653	2,793

(a) Funded from the Regional Community Services Fund.

(b) Funded from the Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The reduction in supplies and services expenditure of \$5.7 million (7.8%) from the 2015-16 Estimated Actual (\$72.5 million) to the 2016-17 Budget Estimate (\$66.8 million) largely reflects a decrease in RfR expenditure.

Statement of Financial Position

The increase in contributed equity from the 2015-16 Estimated Actual to the 2016-17 Budget Estimate of \$5.6 million (6.9%) is primarily attributable to:

- investment in the RfR Boosting Grains Research and Development and State Barrier Fence projects; and
- the Information Management Systems Upgrade and the Equipment Replacement Program.

Statement of Cashflows

Cash at the end of the reporting period for the 2016-17 Budget Estimate is \$48.8 million, a decrease of \$8 million (14.1%) from the 2015-16 Estimated Actual of \$56.8 million. This is driven by a carryover of external funding received in previous periods, and RfR funds.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	129,826	120,993	114,160	114,671	110,364	93,842	92,250
Grants and subsidies ^(c)	11,836	11,088	14,445	11,488	11,888	9,650	9,650
Supplies and services	40,703	55,492	72,450	66,764	43,903	52,976	46,246
Accommodation	11,896	7,039	7,039	6,835	6,839	6,843	7,029
Depreciation and amortisation	18,409	8,456	9,541	9,826	9,290	10,303	8,983
Other expenses	11,609	10,030	10,206	9,449	9,179	7,417	7,394
TOTAL COST OF SERVICES	224,279	213,098	227,841	219,033	191,463	181,031	171,552
Income							
Sale of goods and services	4,851	4,718	4,718	4,922	4,673	4,673	4,673
Regulatory fees and fines	10,119	7,391	8,919	9,008	8,861	9,229	9,252
Grants and subsidies	30,159	29,201	31,160	30,327	29,929	17,890	16,918
Other revenue	13,082	6,973	8,024	7,873	7,198	5,475	5,425
Total Income	58,211	48,283	52,821	52,130	50,661	37,267	36,268
NET COST OF SERVICES	166,068	164,815	175,020	166,903	140,802	143,764	135,284
INCOME FROM STATE GOVERNMENT							
Service appropriations	141,469	121,924	112,944	116,297	112,827	109,795	108,574
Resources received free of charge	1,665	730	730	737	737	737	737
Royalties for Regions Fund:							
Regional Community Services Fund	14,680	32,475	23,008	40,021	24,235	31,820	26,053
Regional Infrastructure and Headworks Fund	36,736	8,108	15,782	4,393	100	-	-
TOTAL INCOME FROM STATE GOVERNMENT	194,550	163,237	152,464	161,448	137,899	142,352	135,364
SURPLUS/(DEFICIENCY) FOR THE PERIOD	28,482	(1,578)	(22,556)	(5,455)	(2,903)	(1,412)	80

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 1,126, 987 and 997 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Research Grant Allocations	7,726	3,100	3,100	3,100	3,200	4,200	4,200
Royalties for Regions - Regional Community Services Fund - Royal Agricultural Society Show Concessions - Free Entry for Children	800	800	-	-	-	-	-
Subsidies and Other Grants	3,310	7,188	11,345	8,388	8,688	5,450	5,450
TOTAL	11,836	11,088	14,445	11,488	11,888	9,650	9,650

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	10,176	2,208	12,530	12,595	11,263	14,126	15,252
Restricted cash	62,680	36,015	44,289	35,868	30,454	26,904	27,092
Holding account receivables	3,675	3,975	3,975	2,589	2,653	2,793	2,793
Receivables	4,399	3,779	4,357	4,409	4,164	3,601	3,601
Other	3,704	3,355	3,700	3,750	3,750	3,799	3,799
Assets held for sale	3,400	4,727	3,400	3,400	3,400	3,400	3,400
Total current assets	88,034	54,059	72,251	62,611	55,684	54,623	55,937
NON-CURRENT ASSETS							
Holding account receivables	61,179	65,426	65,660	72,897	79,534	87,044	93,234
Property, plant and equipment	204,865	197,438	201,418	197,756	196,248	192,792	189,002
Intangibles	2,253	10,570	4,815	6,995	7,577	4,155	1,936
Restricted cash	2,945	3,389	-	319	632	905	1,177
Other	40,725	27,783	43,278	46,454	47,112	44,834	43,147
Total non-current assets	311,967	304,606	315,171	324,421	331,103	329,730	328,496
TOTAL ASSETS	400,001	358,665	387,422	387,032	386,787	384,353	384,433
CURRENT LIABILITIES							
Employee provisions	28,411	28,402	28,587	28,411	28,411	28,411	28,411
Payables	3,144	6,371	3,044	2,919	2,619	1,697	1,697
Other	11,578	7,878	11,054	10,979	10,999	10,912	10,912
Total current liabilities	43,133	42,651	42,685	42,309	42,029	41,020	41,020
NON-CURRENT LIABILITIES							
Employee provisions	4,127	4,275	4,315	4,127	4,127	4,127	4,127
Other	103	106	105	105	107	94	94
Total non-current liabilities	4,230	4,381	4,420	4,232	4,234	4,221	4,221
TOTAL LIABILITIES	47,363	47,032	47,105	46,541	46,263	45,241	45,241
EQUITY							
Contributed equity	71,810	86,590	82,045	87,674	90,610	90,610	90,610
Accumulated surplus/(deficit)	46,242	993	23,686	18,231	15,328	13,916	13,996
Reserves	234,586	224,050	234,586	234,586	234,586	234,586	234,586
Total equity	352,638	311,633	340,317	340,491	340,524	339,112	339,192
TOTAL LIABILITIES AND EQUITY	400,001	358,665	387,422	387,032	386,787	384,353	384,433

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	133,013	113,468	104,488	106,471	103,537	99,492	99,591
Capital appropriation.....	5,597	4,877	4,377	301	-	-	-
Holding account drawdowns.....	3,673	3,675	3,675	3,975	2,589	2,653	2,793
Royalties for Regions Fund:							
Regional Community Services Fund.....	14,930	35,175	24,137	42,821	27,171	31,820	26,053
Regional Infrastructure and Headworks Fund.....	37,076	11,259	18,933	6,921	100	-	-
Net cash provided by State Government.....	194,289	168,454	155,610	160,489	133,397	133,965	128,437
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(127,949)	(120,987)	(114,554)	(115,092)	(110,293)	(93,835)	(92,243)
Grants and subsidies.....	(11,836)	(11,088)	(14,445)	(10,488)	(11,888)	(9,650)	(9,650)
Supplies and services.....	(34,437)	(55,453)	(71,503)	(66,244)	(43,015)	(50,910)	(43,351)
Accommodation.....	(11,693)	(6,939)	(6,939)	(6,835)	(6,839)	(6,843)	(7,029)
Other payments.....	(40,466)	(19,801)	(19,977)	(19,178)	(19,580)	(18,476)	(18,774)
Receipts ^(b)							
Regulatory fees and fines.....	10,950	7,391	8,919	9,008	8,861	9,229	9,252
Grants and subsidies.....	30,159	29,201	31,160	30,327	29,929	17,890	16,918
Sale of goods and services.....	3,425	7,298	7,298	7,000	7,846	8,164	8,164
GST receipts.....	8,089	11,073	11,073	11,073	11,073	11,077	11,077
Other receipts.....	15,250	3,639	4,690	4,929	4,604	1,628	1,578
Net cash from operating activities.....	(158,508)	(155,666)	(164,278)	(155,500)	(129,302)	(131,726)	(124,058)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(5,446)	(14,403)	(12,714)	(13,026)	(10,528)	(2,653)	(2,793)
Other payments.....	(5,615)	-	-	-	-	-	-
Proceeds from sale of non-current assets.....	181	-	-	-	-	-	-
Net cash from investing activities.....	(10,880)	(14,403)	(12,714)	(13,026)	(10,528)	(2,653)	(2,793)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other proceeds.....	-	-	2,400	-	-	-	-
Net cash from financing activities.....	-	-	2,400	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	24,901	(1,615)	(18,982)	(8,037)	(6,433)	(414)	1,586
Cash assets at the beginning of the reporting period.....	50,942	43,227	75,801	56,819	48,782	42,349	41,935
Net cash transferred to/from other agencies.....	(42)	-	-	-	-	-	-
Cash assets at the end of the reporting period.....	75,801	41,612	56,819	48,782	42,349	41,935	43,521

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Regulatory Fees and Fines							
Regulatory Fees.....	10,950	7,391	8,919	9,008	8,861	9,229	9,252
Grants and Subsidies							
Grants and Contributions from Commonwealth	1,193	1,766	2,266	1,766	1,766	1,766	1,766
Grants and Contributions from Non-Government Sources	28,669	27,435	27,435	27,589	27,191	15,152	15,152
Sale of Goods and Services							
Sale of Goods and Services	3,425	7,298	7,298	7,000	7,846	8,164	8,164
GST Receipts							
GST Input Credits	8,089	11,073	11,073	11,073	11,073	11,077	11,077
Other Receipts							
Interest Received - Trusts.....	851	662	662	808	858	1,009	1,009
Miscellaneous Revenues.....	14,399	2,977	2,977	3,921	3,621	539	539
Rural Business Development Corporation	-	-	1,051	200	125	80	30
TOTAL	67,576	58,602	61,681	61,365	61,341	47,016	46,989

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Appropriation.....	9,000	1,600	1,600	1,600	1,600	-	-
Interest Revenue	763	475	1,314	1,122	775	559	309
Other Revenue.....	8	-	-	-	-	-	-
Royalties for Regions Fund - Regional Infrastructure and Headworks Fund.....	-	6,400	6,331	6,195	6,206	468	-
TOTAL ADMINISTERED INCOME	9,771	8,475	9,245	8,917	8,581	1,027	309
EXPENSES							
Grants to Charitable and Other Public Bodies							
State Contribution to Natural Resource Management	9,097	6,800	6,800	6,900	7,200	-	-
Regional Saleyards Strategy Commonwealth Grants	-	-	3,895	1,397	-	-	-
Other							
Supplies and Services	1,183	716	1,767	993	934	862	30
Western Australian Co-operatives Loan Scheme - Interest Payments to Western Australian Treasury Corporation.....	253	372	1,042	922	650	479	279
TOTAL ADMINISTERED EXPENSES	10,533	7,888	13,504	10,212	8,784	1,341	309

Division 64 Rural Business Development Corporation

Part 13 Minister for Agriculture and Food; Transport

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 103 Net amount appropriated to deliver services	223	232	232	236	233	239	241
Total appropriations provided to deliver services.....	223	232	232	236	233	239	241
TOTAL APPROPRIATIONS	223	232	232	236	233	239	241
EXPENSES							
Total Cost of Services.....	1,235	705	854	744	734	647	493
Net Cost of Services ^(a)	(981)	685	335	633	630	549	401
CASH ASSETS ^(b)	5,858	4,912	5,755	5,358	4,961	4,651	4,491

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	3	-	-	-
Extension of Drought Concessional Loans Scheme.....	50	50	50	50	100

Significant Issues Impacting the Agency

- The Government has created a number of assistance schemes through the *Rural Business Development Corporation Act 2000* that are administered by the Corporation. The Corporation currently administers five schemes, including three Commonwealth Government initiated concessional loans schemes.
- The Commonwealth Farm Finance Concessional Loans Scheme (FFCLS) commenced taking applications in Western Australia in January 2014. Funding of \$50 million (\$25 million per annum in 2013-14 and 2014-15) was made available to Western Australia to assist farm businesses experiencing debt servicing difficulties, through the provision of concessional interest rate loans for productivity enhancement activities. In early 2015, the FFCLS was amended to include debt restructuring of up to \$1 million (for up to 50% of eligible farm debt). From this round, 24 applications were approved for a total of \$5.2 million to be managed out over five to seven year loan terms. The 2014-15 FFCLS approved 21 applications for a total of \$9.9 million to be managed out over five to seven year loan terms.

- In September 2014, the Commonwealth Government's Drought Concessional Loans Scheme (the Scheme) opened in Western Australia, with the Corporation administering the Scheme. The Corporation approved five applications for a total of \$2.1 million to be managed out over five to seven year loan terms. The Scheme has since been extended to 2015-16, with a small number of applications expected to be assessed.
- In response to a number of dry seasons since 2010, and at the request of the Commonwealth Government for States to work towards a nationally consistent form of farm debt mediation, the Government commenced the Farm Debt Mediation Scheme through the Corporation in mid-2015. This is a voluntary scheme for both the financier and the farmer, and has been modelled around schemes operating in New South Wales and Victoria. This scheme is expected to be open on an ongoing basis.

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.	Improved ecologically sustainable development of agri-industry.	1. Farm Business Development

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Farm Business Development	1,235	705	854	744	734	647	493
Total Cost of Services	1,235	705	854	744	734	647	493

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Improved ecologically sustainable development of agri-industry:					
The extent to which recipients were satisfied with the way schemes are administered	93%	91%	91%	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. Farm Business Development

This service provides financial support to farmers who have been significantly impacted by exceptional seasonal events. It assists them to enhance their skills in order to improve and sustain long-term profitability and be better equipped to deal with risks inherent in farming.

This service contributes to the ecologically sustainable development of agri-industry in a number of ways. The Corporation aims to implement the industry support within the funding guidelines to maximise the protection of the resources of the agri-industries.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,235	\$'000 705	\$'000 854	\$'000 744	1
Less Income	2,216	20	519	111	2
Net Cost of Service.....	(981)	685	335	633	
Efficiency Indicators ^(a)					
Administrative Cost Per Loan Advanced.....	\$21	\$6	\$9	\$7	
Administrative Cost as a Percentage of Loan Advanced Amount	9.89%	2%	4%	15%	3

(a) The 2014-15 and 2015-16 results have been recast to reflect the Corporation's revised Outcome Based Management (OBM) structure.

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service between the 2015-16 Estimated Actual and the 2016-17 Budget Target of \$110,000 (12.9%) relates to the reduction in Drought Concessional Loans Scheme payments expected in 2016-17.
2. The decrease in income between the 2015-16 Estimated Actual and the 2016-17 Budget Target of \$408,000 (78.6%) relates to the payment in advance of funds to contribute to the administration costs of the extended Drought Concessional Loans Scheme (the Scheme). The Commonwealth has offered Western Australia up to \$10 million in loans funds to extend the Scheme to 2015-16, and agreed to contribute \$400,000 towards the additional administration cost associated with the extension. These funds were received in 2015-16 with matching expenditure allocated over the forward estimates.
3. The increase in Administrative Cost as a Percentage of Loan Advanced Amount from the 2015-16 Estimated Actual (4%) to the 2016-17 Budget Estimate (15%) is due to an expected fall in the dollar amount of loans advanced in 2016-17, with only one loans scheme open compared to two in previous years.

Financial Statements

Income Statement

Expenses

The estimated decrease in the Total Cost of Services between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate of \$110,000 (12.9%) relates to the reduction in Drought Concessional Loans Scheme payments.

Income

The decrease in total income between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate of \$408,000 (78.6%) relates to the payment in advance of funds to contribute to the administration costs of the extended Drought Concessional Loans Scheme.

Statement of Financial Position

The estimated decrease in total assets between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate of \$397,000 (6.8%) relates to a reduction in cash to meet the cost of administration for the Commonwealth's Farm Finance Concessional Loans and Drought Concessional Loans Schemes, where the cash was received in previous periods.

Statement of Cashflows

Cash assets at the end of the reporting period for the 2016-17 Budget Estimate is \$5.4 million, a decrease of \$397,000 (6.9%) from the 2015-16 Estimated Actual of \$5.8 million. This reduction is due to the cost of administration for the Commonwealth's Farm Finance Concessional Loans and Drought Concessional Loans Schemes, where the cash was received in previous periods.

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Administration Expense.....	-	366	400	350	350	300	150
Employee benefits.....	9	8	9	9	10	10	10
Grants and subsidies ^(b)	183	300	250	200	190	150	150
Supplies and services	948	5	119	109	108	111	108
Other expenses.....	95	26	76	76	76	76	75
TOTAL COST OF SERVICES	1,235	705	854	744	734	647	493
Income							
Grants and subsidies.....	23	-	-	-	-	-	-
Other revenue	2,193	20	519	111	104	98	92
Total Income.....	2,216	20	519	111	104	98	92
NET COST OF SERVICES	(981)	685	335	633	630	549	401
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	223	232	232	236	233	239	241
Resources received free of charge	6	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	229	232	232	236	233	239	241
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	1,210	(453)	(103)	(397)	(397)	(310)	(160)

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Farm Business Assessment 2014 Scheme.....	9	-	-	-	-	-	-
Farm Exit Support Grant	100	-	-	-	-	-	-
Future Rural Support Schemes	-	200	200	100	100	150	150
Research Grants.....	-	100	50	100	90	-	-
Rural Financial Counselling Service Scheme .	10	-	-	-	-	-	-
Subsidised Interest Rate Scheme - Live							
Cattle Exports to Indonesia.....	26	-	-	-	-	-	-
Western Australian Pilot of Drought Reform							
Measures	38	-	-	-	-	-	-
TOTAL	183	300	250	200	190	150	150

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	5,858	4,912	5,755	5,358	4,961	4,651	4,491
Receivables	(9)	98	3	3	3	3	3
Other.....	110	36	98	98	98	98	98
Total current assets	5,959	5,046	5,856	5,459	5,062	4,752	4,592
TOTAL ASSETS	5,959	5,046	5,856	5,459	5,062	4,752	4,592
CURRENT LIABILITIES							
Payables	9	90	9	9	9	9	9
Other.....	113	639	113	113	113	113	113
Total current liabilities	122	729	122	122	122	122	122
TOTAL LIABILITIES.....	122	729	122	122	122	122	122
EQUITY							
Contributed equity	-	(2)	-	-	-	-	-
Accumulated surplus/(deficit).....	5,837	4,319	5,734	5,337	4,940	4,630	4,470
Total equity	5,837	4,317	5,734	5,337	4,940	4,630	4,470
TOTAL LIABILITIES AND EQUITY	5,959	5,046	5,856	5,459	5,062	4,752	4,592

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	223	232	232	236	233	239	241
Net cash provided by State Government.....	223	232	232	236	233	239	241
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	-	(8)	(9)	(9)	(10)	(10)	(10)
Grants and subsidies.....	(183)	(300)	(250)	(200)	(190)	(150)	(150)
Supplies and services	(1,539)	(5)	(119)	(109)	(108)	(111)	(108)
Other payments.....	(113)	(392)	(476)	(426)	(426)	(376)	(225)
Receipts							
Grants and subsidies.....	23	-	-	-	-	-	-
GST receipts.....	26	-	-	-	-	-	-
Other receipts	2,199	20	519	111	104	98	92
Net cash from operating activities	413	(685)	(335)	(633)	(630)	(549)	(401)
NET INCREASE/(DECREASE) IN CASH HELD	636	(453)	(103)	(397)	(397)	(310)	(160)
Cash assets at the beginning of the reporting period	5,222	5,365	5,858	5,755	5,358	4,961	4,651
Cash assets at the end of the reporting period	5,858	4,912	5,755	5,358	4,961	4,651	4,491

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

Western Australian Meat Industry Authority

Part 13

Minister for Agriculture and Food; Transport

Asset Investment Program

The Authority's Asset Investment Program (AIP) supports the delivery of services at the Muchea Livestock Centre (MLC). The total AIP for 2016-17 is \$288,000 for the following major projects:

- installation of CCTV camera network security at each of the receipt/dispatch ramps for cattle, sheep and throughout the MLC to improve security and operational accuracy, including the verification of animal arrival and departure counts;
- replacement of the large loader telehandler used to load and unload compost, woodchips and hay; and
- upgrades to the essential services circuits and emergency generators to ensure the provision of emergency power to allow sale and other core activities to continue in the absence of grid supply.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Saleyard - 2015-16 Program.....	408	408	408	-	-	-	-
NEW WORKS							
Saleyard							
2016-17 Program.....	288	-	-	288	-	-	-
2017-18 Program.....	431	-	-	-	431	-	-
2018-19 Program.....	476	-	-	-	-	476	-
2019-20 Program.....	522	-	-	-	-	-	522
Total Cost of Asset Investment Program.....	2,125	408	408	288	431	476	522
FUNDED BY							
Internal Funds and Balances.....			408	288	431	476	522
Total Funding.....			408	288	431	476	522

Division 65 Transport

Part 13 Minister for Agriculture and Food; Transport

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 104 Net amount appropriated to deliver services	47,078	37,719	38,974	59,904	42,366	43,282	43,000
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,173	1,215	1,215	1,257	1,257	1,257	1,257
Total appropriations provided to deliver services.....	48,251	38,934	40,189	61,161	43,623	44,539	44,257
ADMINISTERED TRANSACTIONS							
Item 105 Western Australian Coastal Shipping Commission.....	95	100	100	100	100	100	100
CAPITAL							
Item 162 Capital Appropriation.....	24,819	9,754	10,134	16,107	9,021	13,243	22,176
TOTAL APPROPRIATIONS	73,165	48,788	50,423	77,368	52,744	57,882	66,533
EXPENSES							
Total Cost of Services.....	365,957	377,194	381,098	394,302	367,395	376,076	382,380
Net Cost of Services ^(a)	32,615	40,230	41,136	57,742	34,952	41,350	41,858
CASH ASSETS ^(b)	90,555	75,182	74,447	96,265	128,371	169,697	210,850

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Tariffs, Fees and Charges	-	(5,231)	(12,273)	(12,167)	(5,304)
Agency Expenditure Review Savings Measure					
Deferral of Maintenance and Dredging Program	-	(150)	(126)	(124)	(100)
Government Regional Officers Housing - Pilbara Region	(25)	(115)	-	-	-
National Freight Data Survey	-	(54)	(54)	(54)	(54)
Procurement Savings	-	(646)	(660)	(674)	(690)
Barrack Square Financial Relief	2,103	-	-	-	-
Freight and Logistics Council - Cessation of Commonwealth Funding	(187)	(200)	(200)	(200)	(200)
Fremantle Container Rail Service Subsidy Continuation	-	686	2,927	2,634	2,253
Jurien Bay to Cervantes Trail	-	1,180	-	-	-
Oracle Financial System Service Fee	276	283	290	298	305
Rail Safety	4,014	108	111	114	117
Regional Airport Development Scheme - Busselton Regional Airport	-	10,000	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(65)	(1,385)	(2,754)	(4,080)
Revision to Indexation for Non-Salary Expenses	-	(186)	(406)	(643)	-

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Road Trauma Trust Account					
Alcohol Interlock Scheme Implementation	-	1,140	-	-	-
Enhanced Speed Enforcement	-	1,651	-	-	-
Royalties for Regions					
Country Age Pension Fuel Card Scheme	-	(245)	-	-	36,183
PortLink Inland Freight Corridor	(208)	-	-	-	-
Recreational Boating Facilities Scheme	86	1,218	-	-	-
Regional Airport Development Scheme	(2,148)	2,134	-	-	-
Regional Workers Incentive Allowance	4	-	-	-	310
Strategic Transport Evaluation Model					
Licences and Maintenance	300	300	300	300	300
Modelling Team - Transfer from Department of Planning	383	408	408	408	408
Targeted Voluntary Separation Scheme	(287)	(358)	(431)	(506)	(583)
Taxi Driver Licensing Act 2014 Proclamation Delay	(528)	-	-	-	-
Taxi User Subsidy Scheme	621	-	-	-	-
TRELIS System Changes for Removal of Motor Vehicle Licence					
Concessions	-	500	-	-	-
Western Australian Bicycle Network	-	-	-	-	7,340
Western Australia Police Firearms Licences	(500)	(500)	(500)	(500)	(500)

Significant Issues Impacting the Agency

- The need for reform of the on-demand transport industry in Western Australia has been highlighted by three significant reports delivered in the past two years, as well as shifting consumer expectations, and the emergence of new technology and new industry participants.

In July 2015, the 'On-demand Transport: a discussion paper for future innovation' Green Paper was released for public comment. Following consideration of over 5,800 responses to the Green Paper, a two stage reform process was announced on 18 December 2015. Stage 1 of the reform involves interim initiatives expected to commence in July 2016. Stage 2 involves drafting a new On-demand Transport Act.

The goal is for the reform of the taxi industry, and reduction of red tape, to create a level playing field that continues to provide safe and reliable service for consumers and drivers.

- High population and economic growth in the last decade have increased pressure on Perth's road and public transport networks, and traffic congestion has risen significantly over that period. Assessment by the Bureau of Infrastructure, Transport and Regional Economics has calculated that the cost of congestion could be \$5 billion for Greater Perth by 2031. The Transport portfolio's objective is to manage congestion as the population grows by embracing a range of innovative transport solutions and initiatives that manage traffic growth and optimise the use of Perth's transport networks.
- There have been significant increases in cycling numbers well above the rate of population growth, with a 32% increase in cyclists on the principal shared path (PSP) network near the Central Business District (CBD) from 2011 to 2015.

The Government continues to invest in cycling infrastructure with a further \$8.6 million allocated to the Department in 2016-17. Construction work is currently under way on the Midland rail line PSP from East Street to Morrison Road and designs are progressing for additional PSP projects in the freeway and railway reserves within a 15 km radius of the CBD.

A total of \$3 million from the 'Safe Active Streets' program was made available in 2015-16 to fund Bike Boulevard projects in the Cities of Vincent, Belmont and Bayswater. This program will continue over 2016-17 and 2017-18. A connection to schools and stations project in the City of Joondalup is being delivered through the same program.

These investments will improve safety and support the increased use of cycling as a transport mode.

- The Western Australian community continues to demand convenient access to the Department's information and transactions. Initiatives completed in 2015-16 and planned for 2016-17 include:
 - The Department continues to provide customers with partnered service arrangements for vehicle inspections (Authorised Inspection Stations) and over the counter transactions (Australia Post) through an extended list of sites.
 - Governance and compliance programs continue to be strengthened by progressive implementation of audit and data intelligence systems.

- The range of available online transactions has been expanded to include transactions for organisations and recreational boats. Customer registrations for online services show healthy growth.
- Work is continuing on developing more effective contact centre solutions to support the growing number of customers seeking to use this channel of contact.
- The ongoing review of vehicle licensing and inspection operations is continuing to ensure Driver and Vehicle Services (DVS) delivers the most effective solution for customers.
- With leases expiring in 2016-17 for both the Willagee and Midland DVS sites, planning is underway to assess alternative sites that reflect changes in population growth in order to continue improving access to DVS services.
- It is planned to introduce Practical Driving Assessments (PDA) on mobile tablets in July 2016. This will improve the PDA process and allow DVS to gain better insights into test results and applicant results to drive further improvements and insights that can support improved driver safety.
- The Government has announced the planned divestment of two port assets, Fremantle Port and the Utah Point Bulk Handling Facility at Port Hedland. Both assets will be divested through long-term leases as part of the Government's structured program of asset sales. Appropriate access and pricing regimes for the regulation of monopoly services are being developed for both divestments.

The Government will also consider the future need to develop container and general cargo facilities in the Outer Harbour, Cockburn Sound, and the efficiency of transport linkages to Fremantle Port.

- Demand for coastal infrastructure continues to grow with the ongoing need for new or improved facilities in both metropolitan and regional locations. The \$18.3 million Royalties for Regions funded harbour upgrade at Exmouth is on track with design complete and construction works currently underway. The Department's Maritime Facilities Program is also funding the \$3.8 million replacement of Jetty 2 at Fremantle Fishing Boat Harbour (which is scheduled for completion in May 2016) and the replacement of the electrical distribution network in Carnarvon Boat Harbour (which will be carried out from July 2016). These upgrades will enhance business opportunities associated with the fishing and resources sectors, and support the development of marine tourism and recreational activities.

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
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	An accessible and safe transport system.	1. Coastal Infrastructure 2. Marine Safety 3. On-demand Transport
	Vehicles and road users that meet established vehicle standards and driver competencies to deliver safe vehicles and safe drivers.	4. Driver and Vehicle Services
State Building – Major Projects: Building strategic infrastructure that will create jobs and underpin Western Australia's long-term economic development.	Integrated transport systems that facilitate economic development.	5. Strategic Transport Policy and Integrated Planning

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Coastal Infrastructure	59,551	64,502	67,441	63,886	60,800	61,444	62,200
2. Marine Safety ^(a)	26,777	26,810	31,283	28,094	25,300	25,226	25,225
3. On-demand Transport ^(b)	25,288	28,282	28,533	28,804	29,072	30,031	30,020
4. Driver and Vehicle Services	186,509	193,356	195,309	201,749	198,290	202,397	208,470
5. Strategic Transport Policy and Integrated Planning	67,832	64,244	58,532	71,769	53,933	56,978	56,465
Total Cost of Services	365,957	377,194	381,098	394,302	367,395	376,076	382,380

(a) The name of Service 2 has changed from Marine and Rail Safety to Marine Safety since the 2015-16 Budget. Responsibility for rail safety was transferred to the Office of the National Rail Safety Regulator in November 2015. It should be noted that rail safety costs and income are included in the 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual for Service 2.

(b) The name of Service 3 has changed from Passenger Services to On-demand Transport since the 2015-16 Budget.

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: An accessible and safe transport system:					
Compliance with mandatory taxi operating hours.....	78.5%	80%	60%	80%	
Percentage by which, the waiting time standard, for metropolitan area taxis, is met.....	92%	91%	92%	91%	
Percentage of time maritime infrastructure is fit for purpose when required....	99.4%	99.3%	99.1%	99.7%	
Rate of reported incidents (accidents) on the water per 100 commercial vessels surveyed.....	5.4	5.7	4.2	4.2	
Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels.....	11	9.7	9.6	9.6	
Outcome: Vehicles and road users that meet established vehicle standards and driver competencies to deliver safe vehicles and safe drivers:					
Percentage of vehicle examinations completed in accordance with the Australian Design Rules (Safe Vehicles).....	90%	100%	91%	100%	
Percentage of driver licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers).....	96%	100%	98%	100%	
Percentage of driver's licence cards issued within 21 days of completed application.....	100%	99.9%	99.9%	100%	
Outcome: Integrated transport systems that facilitate economic development:					
Percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port.....	13.2%	15%	14.7%	15.5%	
Percentage of regional Local Government Areas (LGAs) that have access to regular public transport air services between the LGA and Perth ^(b)	93.5%	93.5%	93.5%	93.5%	

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

(b) This key effectiveness indicator has changed since the 2015-16 Budget, from 'Percentage of regional airports receiving scheduled regular public transport air services.'

Services and Key Efficiency Indicators**1. Coastal Infrastructure**

This service contributes towards the Department's outcome of an accessible and safe transport system through the provision of a range of coastal infrastructure services, including:

- plans, builds and manages new and existing land and water-based maritime facilities;
- coastal engineering advice and solutions for new and existing land and water based maritime facilities; and
- oceanographic, hydrographic, cartographic and geographic information.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 59,551	\$'000 64,502	\$'000 67,441	\$'000 63,886	
Less Income	52,513	39,338	38,984	40,986	
Net Cost of Service.....	7,038	25,164	28,457	22,900	
Employees (Full Time Equivalents).....	97	97	99	101	
Efficiency Indicators					
Average Cost per Day per Maritime Infrastructure Asset Managed.....	\$75	\$73	\$78	\$78	

2. Marine Safety

This service contributes towards the safe and sustainable use of navigable waters through the provision of a range of marine safety regulatory and education services, including:

- regulation and administration of marine industry service and safety standards, including on water compliance patrols;
- licensing of recreational vessels, marine safety education, navigational services and aids in accordance with relevant legislation; and
- marine protection through provision of a pollution response team.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 26,777	\$'000 26,810	\$'000 31,283	\$'000 28,094	
Less Income	24,450	23,781	27,833	23,146	
Net Cost of Service	2,327	3,029	3,450	4,948	
Employees (Full Time Equivalents) ^(a)	132	114	119	112	
Efficiency Indicators					
Average Survey Cost per Commercial Vessel	\$3,384	\$3,551	\$3,378	\$2,066	
Average Cost per Private Recreational Vessel Registration.....	\$103	\$107	\$116	\$127	
Cost to Maintain Marine Pollution Response Preparedness per Registered Vessel.....	\$18	\$22	\$23	\$31	

(a) It should be noted that rail safety Full Time Equivalents are included in the 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual for Service 2.

3. On-demand Transport

This service contributes towards the provision of safe, accessible and sustainable personal on-demand transport services and systems through the provision of services for:

- setting and monitoring standards for on-demand transport vehicles;
- testing and registration of new taxi drivers entering the industry;
- administering subsidies for taxi users, student and pensioner travel schemes; and
- investigating complaints from on-demand transport patrons, operators and drivers.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 25,288	\$'000 28,282	\$'000 28,533	\$'000 28,804	
Less Income	11,943	14,340	12,608	12,879	
Net Cost of Service	13,345	13,942	15,925	15,925	
Employees (Full Time Equivalents)	57	60	61	55	
Efficiency Indicators					
Cost of Regulation per Taxi Plate Administered.....	\$3,479	\$3,756	\$4,027	\$2,031	

4. Driver and Vehicle Services

This service contributes towards the provision of safe, accessible, sustainable and efficient transport services and systems through the provision of driver licensing and vehicle registration services for:

- setting motor vehicle standards in accordance with national and State Government requirements, examining motor vehicles for compliance with those standards and registering and transferring compliant motor vehicles;
- setting standards and requirements for the issue of a driver's licence, in accordance with State Government legislation and national identity and security and privacy policies;
- assessing driver competency, issuing and renewing driver licences in accordance with national and State Government requirements and driver competency standards;
- securing and maintaining a database of registered vehicles and drivers, and managing vehicle identification numbers, to support the enforcement of road traffic and other relevant laws;
- collecting revenue on behalf of government; and
- informing and educating road users about driver licensing, vehicle registration and related requirements.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 186,509	\$'000 193,356	\$'000 195,309	\$'000 201,749	
Less Income	194,799	201,836	202,741	201,100	
Net Cost of Service.....	(8,290)	(8,480)	(7,432)	649	
Employees (Full Time Equivalents).....	1,022	1,000	1,008	1,003	
Efficiency Indicators					
Average Cost per Vehicle and Driver Transaction	\$17	\$18	\$18	\$18	
Average Cost per Vehicle Inspection Performed by Vehicle Examination Centres	\$147	\$247	\$241	\$251	
Average Cost per Vehicle Inspection Delivered Through Authorised Inspection Stations.....	\$99	\$86	\$113	\$106	
Average Cost per Driver Assessment	\$108	\$86	\$94	\$96	

5. Strategic Transport Policy and Integrated Planning

This service contributes towards the provision of leadership for strategic transport management, development and protection of economic nodes and networks through the provision of a range of services, including:

- analysis, planning and implementation of urban infrastructure projects and models to manage future travel demands;
- strategic policy development which supports the achievement of sustainable, effective and practical solutions for Western Australian transport networks and addresses capacity issues;
- policy advice and strategic transport solutions to Government;
- representation and negotiation, on behalf of the state Government, at national level transport-related forums to produce positive outcomes that promote and protect Western Australian interests;
- program management and delivery of major intermodal infrastructure planning and development activities that assists in economic development;
- quality assurance and assessment of the return on investment for Government funds in transport projects; and
- monitoring industry and public demand-growth to provide best practice transport channels and access which alleviates environmental impacts.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 67,832	\$'000 64,244	\$'000 58,532	\$'000 71,769	
Less Income	49,637	57,669	57,796	58,449	
Net Cost of Service.....	18,195	6,575	736	13,320	
Employees (Full Time Equivalents).....	102	101	103	103	
Efficiency Indicators					
Average Cost per Policy Hour for Strategic Transport Policy Development ...	\$96	\$93	\$104	\$106	
Average Cost per Planning Hour for Integrated Transport Planning Development.....	\$129	\$95	\$121	\$115	

Asset Investment Program

The Department's Asset Investment Program for 2016-17 is \$32.6 million.

Exmouth Boat Harbour

This project will extend the existing service wharf and includes a heavy lift and hardstand area capable of accommodating crane loads. The project also includes upgrades to services such as firefighting and electrical, raising of the southern breakwater, the relocation of trawler pens to provide for the service wharf extension, and improved water-side access to facilities. Construction is underway with an expected completion in May 2017.

Perth Stadium Precinct Jetty - Burswood Park

This \$5 million project will provide a new, multi-purpose public jetty on the Swan River to service the Perth Stadium precinct in Burswood. Construction is anticipated to commence in 2016-17 with completion in 2017-18.

Maritime Facilities Program

This program comprises asset replacement and additional public maritime infrastructure throughout the State to meet current and future boating demands. Significant projects planned to be undertaken in 2016-17 include the replacement of the aged high and low voltage electrical distribution network at Carnarvon Boat Harbour, construction of additional boat pens on Jetty B at Exmouth Boat Harbour, construction of a rock groyne at Bremer Bay to alleviate sand migration onto the boat ramp and sealing of the overflow parking area at Woodman Point.

Driver and Vehicle Services Reform Program

This program of works is to modernise driver and vehicle services information systems by implementing new technology that increases access to the Department's services and constrains the cost of fees and charges to the community. This program also enhances licensing centre facilities to improve customer service as well as meeting government accommodation standards for the Department's employees.

Information and Communications Infrastructure

This is a program for ongoing maintenance of information communications infrastructure and applications for the Department as well as shared projects on behalf of the Department of Planning, including asset upgrade and replacement of data storage, networks, servers, communications hardware and corporate information systems. This program will also include the relocation of legacy data centres to commercially hosted, secured sites.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Coastal Infrastructure							
Denham Recreational Jetty ^(a)	2,200	2,190	1,581	10	-	-	-
Exmouth Boat Harbour ^(a)	18,291	7,100	6,100	11,191	-	-	-
COMPLETED WORKS							
Coastal Infrastructure							
Maritime Facilities 2015-16 Program	6,497	6,497	6,497	-	-	-	-
Corporate							
Accommodation and Refurbishment 2015-16 Program....	783	783	783	-	-	-	-
Driver and Vehicle Services							
Reform 2015-16 Program.....	7,196	7,196	7,196	-	-	-	-
Information and Communications Infrastructure							
2015-16 Program.....	3,389	3,389	3,389	-	-	-	-
Marine Safety							
Marine Oil Pollution Response Equipment							
Enhancement/Replacement 2015-16 Program.....	100	100	100	-	-	-	-
Navigational Aids 2015-16 Program	702	702	702	-	-	-	-
Vessel Replacement 2015-16 Program	96	96	96	-	-	-	-
Minor Works 2015-16 Program	735	735	735	-	-	-	-
On-demand Transport - Taxi Industry Security Initiatives	5,083	5,083	1,400	-	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
NEW WORKS							
Coastal Infrastructure - Maritime Facilities							
2016-17 Program ^(b)	6,701	-	-	6,701	-	-	-
2017-18 Program.....	6,805	-	-	-	6,805	-	-
2018-19 Program.....	4,400	-	-	-	-	4,400	-
2019-20 Program.....	10,413	-	-	-	-	-	10,413
Perth Stadium Precinct Jetty - Burswood Park.....	5,000	-	-	2,000	3,000	-	-
Corporate - Accommodation and Refurbishment							
2016-17 Program.....	500	-	-	500	-	-	-
2017-18 Program.....	500	-	-	-	500	-	-
2018-19 Program.....	260	-	-	-	-	260	-
2019-20 Program.....	853	-	-	-	-	-	853
Driver and Vehicle Services Reform							
2016-17 Program.....	5,650	-	-	5,650	-	-	-
2017-18 Program.....	1,578	-	-	-	1,578	-	-
2018-19 Program.....	1,650	-	-	-	-	1,650	-
2019-20 Program.....	4,873	-	-	-	-	-	4,873
Information and Communications Infrastructure							
2016-17 Program.....	5,407	-	-	5,407	-	-	-
2017-18 Program.....	1,296	-	-	-	1,296	-	-
2018-19 Program.....	7,564	-	-	-	-	7,564	-
2019-20 Program.....	6,596	-	-	-	-	-	6,596
Marine Safety							
Marine Oil Pollution Response Equipment							
Enhancement/Replacement							
2016-17 Program.....	80	-	-	80	-	-	-
2017-18 Program.....	80	-	-	-	80	-	-
2018-19 Program.....	80	-	-	-	-	80	-
2019-20 Program.....	80	-	-	-	-	-	80
Navigational Aids							
2016-17 Program.....	534	-	-	534	-	-	-
2017-18 Program.....	287	-	-	-	287	-	-
2018-19 Program.....	635	-	-	-	-	635	-
2019-20 Program.....	880	-	-	-	-	-	880
Vessel Replacement							
2016-17 Program.....	506	-	-	506	-	-	-
2017-18 Program.....	553	-	-	-	553	-	-
2018-19 Program.....	580	-	-	-	-	580	-
2019-20 Program.....	580	-	-	-	-	-	580
Minor Works							
2016-17 Program.....	50	-	-	50	-	-	-
2017-18 Program.....	9	-	-	-	9	-	-
2018-19 Program.....	281	-	-	-	-	281	-
2019-20 Program.....	385	-	-	-	-	-	385
Total Cost of Asset Investment Program.....	120,718	33,871	28,579	32,629	14,108	15,450	24,660
FUNDED BY							
Capital Appropriation			10,134	16,107	9,021	13,243	22,176
Internal Funds and Balances.....			9,455	2,447	2,087	2,207	2,484
Other			1,450	2,500	3,000	-	-
Drawdowns from Royalties for Regions Fund ^(a)			7,540	11,575	-	-	-
Total Funding.....			28,579	32,629	14,108	15,450	24,660

(a) Funded from the Regional Infrastructure and Headworks Fund.

(b) Partly funded from the Regional Infrastructure and Headworks Fund.

Financial Statements

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	139,695	137,824	139,501	140,481	141,008	142,835	145,662
Grants and subsidies ^(c)	92,429	90,314	91,433	101,759	84,505	87,792	87,962
Supplies and services	65,426	81,726	80,880	84,160	74,418	77,651	80,946
Accommodation	23,071	22,090	22,090	22,642	23,095	23,557	23,557
Depreciation and amortisation	16,542	17,914	17,914	17,914	17,914	17,914	17,914
Other expenses.....	28,794	27,326	29,280	27,346	26,455	26,327	26,339
TOTAL COST OF SERVICES	365,957	377,194	381,098	394,302	367,395	376,076	382,380
Income							
Sale of goods and services.....	23,081	21,035	21,035	22,956	23,186	23,417	23,651
Regulatory fees and fines.....	213,441	218,680	220,905	215,372	214,000	218,634	223,789
Grants and subsidies.....	4,882	5,896	6,009	8,301	6,010	3,010	3,010
Taxation.....	48,283	57,114	57,114	57,881	59,848	60,148	60,148
Other revenue.....	43,655	34,239	34,899	32,050	29,399	29,517	29,924
Total Income.....	333,342	336,964	339,962	336,560	332,443	334,726	340,522
NET COST OF SERVICES	32,615	40,230	41,136	57,742	34,952	41,350	41,858
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	48,251	38,934	40,189	61,161	43,623	44,539	44,257
Resources received free of charge	2,348	1,989	1,989	1,989	1,989	1,989	1,989
Royalties for Regions Fund:							
Regional Community Services Fund	26,197	30,688	29,275	34,270	34,892	35,599	36,493
Regional Infrastructure and Headworks Fund	9,415	9,687	6,247	5,065	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	86,211	81,298	77,700	102,485	80,504	82,127	82,739
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	53,596	41,068	36,564	44,743	45,552	40,777	40,881

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 1,410, 1,390 and 1,374 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Australian Maritime Safety Authority.....	436	460	460	460	600	250	-
Aviation (Public Air Route) Subsidies	608	600	600	600	600	600	600
CBD Transport Plan.....	8,020	4,750	4,750	2,250	2,250	2,250	2,250
Coastal Projects and Zone Management.....	1,057	1,057	1,057	1,057	1,057	1,057	1,057
Community Police.....	1,324	1,300	1,300	1,300	1,300	1,300	1,300
Country Age Pension Fuel Card Scheme	23,774	27,717	27,717	30,904	31,486	32,123	32,974
Emergency Vehicle Insurance.....	215	120	120	120	120	120	120
Fare Subsidies (Pensioners).....	1,469	1,474	1,474	1,474	1,589	1,589	1,589
Fremantle Port Rail Service	3,461	2,959	2,959	3,144	2,927	2,634	2,253
Jurien Bay to Cervantes Trail.....	-	-	-	1,180	-	-	-
Marine Communications	626	645	645	662	670	670	670
Multi-purpose Taxi - Vehicle Modification Grant.....	180	345	895	345	345	345	345
National Transport Reforms	1,200	-	-	-	-	-	-
Other Grants and Subsidies	851	579	579	575	427	777	1,027
Port of Wyndham	2,536	1,988	1,988	1,988	1,988	1,988	1,988
Public Transport Authority - CAT Bus Services.....	15,139	15,292	15,292	15,292	15,292	15,292	15,292
Rail Safety	-	-	2,164	-	-	-	-
Recreational Boat Facilities.....	3,298	6,000	5,932	4,262	1,417	1,500	1,500
Regional Airport Development Scheme	4,654	4,398	2,250	15,405	411	3,271	3,271
Student Fare Concessions	1,585	1,356	1,356	1,356	1,241	1,241	1,241
Taxi User - Lifting Subsidy	2,144	1,959	1,959	1,959	1,959	1,959	1,959
Taxi User Subsidy Scheme	8,690	8,205	8,826	8,826	8,826	8,826	8,826
Western Australian Bicycle Network.....	11,162	9,110	9,110	8,600	10,000	10,000	9,700
TOTAL	92,429	90,314	91,433	101,759	84,505	87,792	87,962

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	36,179	33,277	31,999	40,217	43,646	54,121	51,281
Restricted cash	54,376	41,108	42,448	55,692	84,369	114,864	158,501
Receivables	11,631	11,639	11,631	11,631	11,631	11,631	11,631
Other.....	3,381	2,074	3,381	3,381	3,381	3,381	3,381
Assets held for sale.....	-	1,800	-	-	-	-	-
Total current assets	105,567	89,898	89,459	110,921	143,027	183,997	224,794
NON-CURRENT ASSETS							
Holding account receivables.....	185,554	201,068	201,068	216,582	232,096	247,610	263,124
Property, plant and equipment.....	450,424	449,339	461,870	477,366	474,341	472,658	480,185
Intangibles	22,293	22,153	21,512	20,731	19,950	19,169	18,388
Restricted cash	-	797	-	356	356	712	1,068
Other.....	-	2,250	-	-	-	-	-
Total non-current assets	658,271	675,607	684,450	715,035	726,743	740,149	762,765
TOTAL ASSETS	763,838	765,505	773,909	825,956	869,770	924,146	987,559
CURRENT LIABILITIES							
Employee provisions	26,520	25,326	26,568	26,568	26,568	26,568	26,568
Payables.....	9,677	24,698	9,677	9,677	9,677	9,677	9,677
Other.....	11,825	2,244	7,237	7,282	7,326	7,682	8,038
Total current liabilities	48,022	52,268	43,482	43,527	43,571	43,927	44,283
NON-CURRENT LIABILITIES							
Employee provisions	6,039	5,767	6,108	6,108	6,108	6,108	6,108
Other.....	83	120	83	83	83	83	83
Total non-current liabilities	6,122	5,887	6,191	6,191	6,191	6,191	6,191
TOTAL LIABILITIES.....	54,144	58,155	49,673	49,718	49,762	50,118	50,474
EQUITY							
Contributed equity	505,398	485,904	483,376	490,635	488,853	502,096	524,272
Accumulated surplus/(deficit).....	196,824	214,035	233,388	278,131	323,683	364,460	405,341
Reserves.....	7,472	7,411	7,472	7,472	7,472	7,472	7,472
Total equity	709,694	707,350	724,236	776,238	820,008	874,028	937,085
TOTAL LIABILITIES AND EQUITY	763,838	765,505	773,909	825,956	869,770	924,146	987,559

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	36,437	23,420	24,675	45,647	28,109	29,025	28,743
Capital appropriation.....	24,819	9,754	10,134	16,107	9,021	13,243	22,176
Royalties for Regions Fund:							
Regional Community Services Fund.....	26,197	30,688	29,275	34,270	34,892	35,599	36,493
Regional Infrastructure and Headworks Fund.....	16,465	15,727	13,787	16,640	-	-	-
Net cash provided by State Government.....	103,918	79,589	77,871	112,664	72,022	77,867	87,412
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(137,914)	(141,631)	(143,191)	(140,125)	(140,652)	(142,479)	(145,306)
Grants and subsidies.....	(96,895)	(90,314)	(91,433)	(101,759)	(84,505)	(87,792)	(87,962)
Supplies and services.....	(62,011)	(77,939)	(77,093)	(80,338)	(70,596)	(73,829)	(77,124)
Accommodation.....	(23,335)	(22,090)	(22,090)	(22,642)	(23,095)	(23,557)	(23,557)
Other payments.....	(60,102)	(55,830)	(57,784)	(55,885)	(54,994)	(54,866)	(54,878)
Receipts ^(b)							
Regulatory fees and fines.....	170,982	172,183	174,408	170,300	169,096	173,913	179,069
Grants and subsidies.....	4,661	5,896	6,009	8,301	6,010	3,010	3,010
Sale of goods and services.....	22,764	21,035	21,035	22,956	23,186	23,417	23,651
Taxation.....	89,855	102,830	102,830	102,642	104,440	104,869	104,868
GST receipts.....	25,497	26,706	26,706	26,706	26,706	26,706	26,706
Other receipts.....	33,996	34,239	34,899	32,050	29,399	29,517	29,924
Net cash from operating activities.....	(32,502)	(24,915)	(25,704)	(37,794)	(15,005)	(21,091)	(21,599)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(42,115)	(19,649)	(28,579)	(32,629)	(14,108)	(15,450)	(24,660)
Proceeds from sale of non-current assets.....	99	-	-	-	-	-	-
Net cash from investing activities.....	(42,016)	(19,649)	(28,579)	(32,629)	(14,108)	(15,450)	(24,660)
NET INCREASE/(DECREASE) IN CASH HELD	29,400	35,025	23,588	42,241	42,909	41,326	41,153
Cash assets at the beginning of the reporting period.....	124,643	79,853	90,555	74,447	96,265	128,371	169,697
Net cash transferred to/from other agencies....	(63,488)	(39,696)	(39,696)	(20,423)	(10,803)	-	-
Cash assets at the end of the reporting period	90,555	75,182	74,447	96,265	128,371	169,697	210,850

(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 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)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Regulatory Fees and Fines							
Motor Driver Licence Fees.....	47,986	47,893	47,893	47,735	45,619	48,608	52,884
Motor Driver Application and Other Fees.....	16,979	17,197	17,283	16,148	16,201	16,329	16,442
Motor Vehicle Recording Fee	57,897	54,052	54,052	55,884	56,292	56,357	56,607
Other Driver and Vehicle Services Fees	1,403	2,927	3,621	3,353	3,527	3,764	3,640
Omnibus Licence Fees.....	1,152	1,325	1,325	1,364	1,381	1,409	1,440
Taxi Licence Fees.....	9,873	11,716	9,988	10,266	10,223	11,143	11,238
Boat Registration Fees.....	16,215	17,882	17,216	17,667	17,652	17,637	17,627
Other Marine Safety Fees.....	1,249	1,434	2,100	1,950	1,951	1,954	1,958
Jetty Licences and Coastal Facility Fees	13,973	15,455	14,675	15,235	15,541	16,171	16,501
Rail Safety Fees.....	3,610	-	3,953	-	-	-	-
West Australia Photo Card.....	645	2,302	2,302	698	709	721	732
Grants and Subsidies							
Grants and Contributions Received.....	4,661	5,896	6,009	8,301	6,010	3,010	3,010
Sale of Goods and Services							
Sales of Goods and Services	22,764	21,035	21,035	22,956	23,186	23,417	23,651
Taxation							
Motor Vehicle							
Plate Fees.....	15,297	17,052	17,052	16,717	16,546	16,631	16,598
Inspection Fees.....	13,046	14,522	14,522	14,221	14,363	14,507	14,652
Transfer Fees.....	10,217	10,685	11,319	10,504	10,331	10,199	10,059
Other Motor Vehicle Fees.....	3,012	3,457	2,823	3,319	3,352	3,204	3,411
Perth Parking Levy.....	48,283	57,114	57,114	57,881	59,848	60,148	60,148
GST Receipts							
GST Input Credits	18,353	18,825	18,825	18,825	18,825	18,825	18,825
GST Receipts on Sales	7,144	7,881	7,881	7,881	7,881	7,881	7,881
Other Receipts							
Rents and Leases	17,092	16,056	15,705	15,733	16,127	16,530	16,943
Other Revenue.....	10,326	12,761	12,221	10,251	10,245	9,927	9,921
Service Delivery Agreement	4,683	3,999	5,550	4,642	1,603	1,636	1,636
Interest Revenue.....	1,895	1,423	1,423	1,424	1,424	1,424	1,424
TOTAL	347,755	362,889	365,887	362,955	358,837	361,432	367,228

(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

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME							
Taxation							
Motor Vehicle Licence Fees.....	806,618	833,362	833,362	862,530	899,444	931,613	964,940
Fines							
Speed and Red Light Fines.....	83,492	97,738	97,738	91,243	89,458	91,116	91,116
Final Demand Fees	2,006	2,000	2,000	2,000	2,000	2,000	2,000
Plate and Transfer Infringements	8,730	7,906	7,906	8,025	7,804	7,804	7,804
Other Fines	20,547	31,732	31,732	31,732	31,732	31,732	31,732
Other							
Firearm Licence Fees	4,308	4,000	4,000	4,100	4,203	4,307	4,416
Dealer Plates Annual Fees	101	125	125	112	-	-	-
Off Road Vehicle Fees.....	-	32	32	58	58	59	59
Collection of Interstate Licence Fees	2,342	3,826	3,826	3,071	-	-	-
Appropriation.....	95	100	100	100	100	100	100
TOTAL ADMINISTERED INCOME	928,239	980,821	980,821	1,002,971	1,034,799	1,068,731	1,102,167
EXPENSES							
Statutory Authorities							
Western Australian Coastal Shipping Commission.....	95	100	100	100	100	100	100
Other							
Payments to the Consolidated Account.....	842,310	879,125	879,882	908,499	945,183	977,456	1,010,892
Payment to Road Trauma Trust Fund	83,492	97,738	97,738	91,243	89,458	91,116	91,116
Payment to Off Road Vehicle Trust Account.....	-	32	32	58	58	59	59
All Other Expenses.....	2,342	3,826	3,069	3,071	-	-	-
TOTAL ADMINISTERED EXPENSES	928,239	980,821	980,821	1,002,971	1,034,799	1,068,731	1,102,167

Division 66 Commissioner of Main Roads

Part 13 Minister for Agriculture and Food; Transport

Appropriations, Expenses and Cash Assets ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 106 Net amount appropriated to deliver services	216,322	293,090	291,195	318,199	328,860	323,019	347,104
Amount Authorised by Other Statutes							
- Road Traffic Act 1974	613,856	589,209	588,177	618,909	610,558	721,537	816,217
- Salaries and Allowances Act 1975	390	402	402	425	425	425	425
Total appropriations provided to deliver services.....	830,568	882,701	879,774	937,533	939,843	1,044,981	1,163,746
CAPITAL							
Capital Appropriation	127,667	172,661	41,420	-	-	215,106	98,810
Road Traffic Act 1974	197,804	252,753	252,753	251,453	296,894	218,260	166,383
TOTAL APPROPRIATIONS	1,156,039	1,308,115	1,173,947	1,188,986	1,236,737	1,478,347	1,428,939
EXPENSES							
Adjusted Total Cost of Services ^(b)	1,387,435	1,601,769	1,425,543	1,683,427	1,989,124	1,615,720	1,336,583
Adjusted Net Cost of Services ^(c)	684,446	969,641	435,019	904,358	289,026	523,200	965,886
CASH ASSETS ^(d)	187,435	182,229	532,836	393,791	101,933	209,610	194,564

- (a) 2014-15 Actual and 2015-16 Budget figures have been restated for comparative purposes due to Machinery of Government changes to remove the Office of Road Safety from Main Roads and establish the Road Safety Commission.
- (b) Adjusted Total Cost of Services excludes non-cash adjustments and local government network adjustments, and includes road works capitalised to infrastructure. This accounts for the difference between the figure in the Income Statement and that shown in this table and the service summary. Refer to the Total Cost of Services reconciliation table.
- (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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2015-16 National Land Transport Network Maintenance Funding	1,810	-	-	-	-
Armadale Road - Anstey Road to Tapper Road	-	-	-	-	4,339
Building and Equipment Expenditure Review	-	-	(6,700)	(6,875)	(7,275)
Depreciation, Asset Retirement and Road Transfer Review	39,596	69,805	16,401	(8,499)	(10,143)
Ellenbrook Bus Rapid Transit - Funding Moved to Capital	-	(4,000)	(44,000)	-	-
Heavy Vehicle and Safety Productivity Program Update	(5,200)	-	-	-	-
Motor Vehicle Licence Fee Adjustment	-	(15,915)	(26,427)	(44,097)	(29,998)
Oracle Financial System Service Fee	205	211	216	221	227
Over Size Over Mass Unit - Expenditure Review	(1,032)	(1,068)	(1,092)	(1,116)	(1,140)
Principal Shared Path Program Funding	-	-	-	-	7,040
Revised 1.5% Public Sector Wages Policy	-	-	(301)	(1,046)	(1,824)
Royalties for Regions - 2016-17 Budget Update	-	(206)	-	-	20
Sundry Debtors Update	(16,468)	44,713	-	-	-
Targeted Voluntary Separation Scheme	(1,521)	(1,591)	(1,591)	(1,661)	(1,661)

Significant Issues Impacting the Agency

- The number of people that are killed or seriously injured on our roads continues to be a significant concern. Road safety continues to be a major driver that influences Main Roads' prioritisation of proposals seeking investment and funding approval.
- Traffic congestion is an issue for Government, Main Roads and the broader community that needs to be appropriately managed to ensure that the transport network supports efficiency and productivity. Congested roads affect travel time and limit the effective movement of people and freight. Without adequate and targeted investment, congestion in the metropolitan area will worsen, travel times will grow and the impact on the community will increase. There is no single solution to the traffic congestion challenge and Main Roads' Congestion Management Program focuses on multiple strategies and projects to improve traffic flow and deliver more consistent travel times.
- Regional freight movements are forecast to increase from current levels by 100% and the metropolitan freight task is expected to grow by 3.8 billion tonne kilometres per annum by 2031. As the population and economy grows, freight efficiency and accessibility to ports will continue to be an issue in both metropolitan and rural areas.
- Intelligent Transport Systems (ITS), autonomous and connected vehicles and ride sharing all have various roles to play in safely and efficiently moving people around the transport network. Main Roads is monitoring the implications of these new technologies and potentially disruptive innovations and their possible impact on the road network and seeking to build capability in these new areas to ensure it is able to be in a position to prepare for it.
- Road pavements and bridges are increasingly exceeding the cost effectiveness of maintenance works whereby extensive asset rehabilitation or replacement is required. Considerable post-war construction activity around 60 to 70 years ago means that, inevitably, many road assets are reaching the end of their design lives.

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
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	A safe road environment.	1. Road Safety
	Reliable and efficient movement of people and goods.	2. Road System Management 3. Road Efficiency Improvements
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.	Improved community access and roadside amenity.	4. Infrastructure for Community Access
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 well maintained road network.	5. Road Network Maintenance
State Building – Major Projects: Building strategic infrastructure that will create jobs and underpin Western Australia's long-term economic development.	Facilitate economic and regional development.	6. Infrastructure for State Development

Service Summary (Adjusted Total Cost of Services)

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Road Safety	158,153	169,104	194,416	179,816	107,657	90,916	106,711
2. Road System Management	114,050	163,648	163,648	158,649	135,641	145,641	165,542
3. Road Efficiency Improvements	689,300	802,606	573,913	525,787	842,575	687,920	516,856
4. Infrastructure for Community Access	34,330	57,509	18,717	5,224	9,147	9,101	10,200
5. Road Network Maintenance	267,779	313,245	345,412	343,046	395,203	427,388	464,720
6. Infrastructure for State Development	123,823	95,657	129,437	470,905	498,901	254,754	72,554
Adjusted Total Cost of Services.....	1,387,435	1,601,769	1,425,543	1,683,427	1,989,124	1,615,720	1,336,583

Total Cost of Services – Reconciliation Table (Adjusted to Income Statement)

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Adjusted Total Cost of Services.....	1,387,435	1,601,769	1,425,543	1,683,427	1,989,124	1,615,720	1,336,583
Non Cash Adjustments							
Road Infrastructure Depreciation ^(a)	257,149	330,732	348,232	371,314	382,186	376,345	400,151
Road Transfers and Retirements ^(b)	30,419	74,244	104,319	89,666	41,709	34,431	12,983
Local Government Network Adjustments							
State Road Funds to Local Government Agreement ^(c)	193,752	150,414	170,175	172,380	194,217	204,899	216,168
Major works on Local Government Roads ^(d)	5,517	26,134	48,272	105,235	9,634	-	-
Natural Disaster expenditure on Local Government Roads ^(e)	32,576	10,000	10,000	10,000	10,000	10,000	10,000
Road Infrastructure Capital Works ^(f)	(957,948)		(967,848)	(1,229,267)	(1,472,608)	(989,234)	(620,321)
Total Cost of Services	948,900	1,117,288	1,138,693	1,202,755	1,154,262	1,252,161	1,355,564

(a) Road Infrastructure Depreciation for 2015-16 onwards includes capitalisation of reseals.

(b) Road Transfers and Retirements reflect retired non-current fixed assets expense and expenditure related to non-current fixed assets transferred to local authorities, both of which are non-cash transactions.

(c) State Road Funds to Local Government Agreement estimates from 2018-19 onwards are indicative. The current Agreement expires at the end of 2015-16, however funding estimates have been set for 2016-17 and 2017-18.

(d) Major Works on Local Government Roads include the Mandurah Traffic Bridge and Nicholson Road Grade Separation.

(e) Natural Disaster Expenditure on Local Government Roads estimates reflect a base notional allocation, which is updated when actual natural disaster event expenditure is recouped.

(f) Road Infrastructure Capital Works reflects road works expenditure capitalised to infrastructure which has been removed from the Income Statement in accordance with Australian Accounting Standard AASB 1055.

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: A safe road environment:					
Community satisfaction with road safety.....	94%	90%	90%	90%	
Blackspot location indicator.....	9.20	9.37	9.10	8.55	
Outcome: Reliable and efficient movement of people and goods:					
Community satisfaction.....	96%	90%	90%	90%	
Road network permitted for use by heavy freight vehicles					
B-Doubles 27.5m.....	98%	96%	98%	96%	
Double road trains 27.5m.....	97%	96%	97%	96%	
Double road trains 36.5m.....	80%	78%	80%	78%	
Triple road trains 53.5m.....	45%	44%	45%	44%	
Network configuration - roads.....	91%	90%	90%	90%	
Network configuration - bridges					
Strength.....	89%	89%	90%	90%	
Width.....	95%	95%	95%	96%	
Outcome: Improved community access and roadside amenity:					
Percentage of the year that 100% of the Main Roads' state road network is available	87%	85%	95%	95%	
Community satisfaction with cycleways and pedestrian facilities.....	76%	90%	90%	90%	
Outcome: A well maintained road network:					
Smooth travel exposure ^(b)	96%	n/a	n/a	97%	
Community satisfaction with road maintenance	95%	90%	90%	90%	
Preventative maintenance indicator.....	86%	84%	85%	85%	
Outcome: Facilitate economic and regional development:					
Return on construction expenditure	5.6	4.3	4.2	4.5	

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

(b) The smooth travel exposure indicator is measured every other year, therefore there is no indicator available for 2015-16.

Services and Key Efficiency Indicators

Services, financial figures and indicators for 2015-16 Budget and 2014-15 Actual have been restated for comparability due to the Machinery of Government change to remove the Office of Road Safety from Main Roads and establish the Road Safety Commission as a standalone department as of 1 July 2015.

1. Road Safety

The objective of this program is to reduce the road fatality rate to be the lowest in Australia, minimise road factors contributing to road trauma and reduce the serious crash injury rate. Works undertaken have safety as the foremost factor and include the State and National Black Spot programs and various projects that improve safety on the existing road network including passing lanes.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	158,153	169,104	194,416	179,816	1
Less Income	66,452	96,367	122,732	124,524	2
Net Cost of Service	91,701	72,737	71,684	55,292	
Employees (Full Time Equivalents).....	50	50	50	50	
Efficiency Indicators					
Percentage of Projects Completed on Time.....	94%	90%	95%	90%	
Percentage of Projects Completed on Budget	94%	90%	95%	90%	

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between the 2015-16 Estimated Actual and the 2015-16 Budget is due mainly to the Coalfields Highway project.
2. The increase in income between the 2015-16 Estimated Actual and the 2015-16 Budget is due mainly to additional funding from the Road Trauma Trust Account.

2. Road System Management

The objective of this program is to optimise real time management of the network, provide traveller information and support delivery of projects. Works include activities of the traffic operation centre, heavy vehicle operation activities, metropolitan and regional road asset management, road user and customer services, emergency telephones, street lighting, intelligent transport systems, traffic signals and road advisory services to the community.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	114,050	163,648	163,648	158,649	
Less Income	5,319	5,496	5,496	5,647	
Net Cost of Service	108,731	158,152	158,152	153,002	
Employees (Full Time Equivalents).....	578	571	571	571	
Efficiency Indicators					
Average Cost of Network Management per Million Vehicle Kilometres Travelled.....	\$5,000	\$5,349	\$5,630	\$5,578	

3. Road Efficiency Improvements

The objective of this program is to improve the efficiency, capacity and utilisation of the existing road network. Improvements include providing a road of improved standard through geometric improvements, road widening, bridge strengthening and intersection improvements including roundabouts and interchanges.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	689,300	802,606	573,913	525,787	1
Less Income	504,628	447,284	769,934	339,513	2
Net Cost of Service	184,672	355,322	(196,021)	186,274	
Employees (Full Time Equivalents).....	95	93	93	93	
Efficiency Indicators					
Percentage of Projects Completed on Time.....	72%	90%	95%	90%	
Percentage of Projects Completed on Budget	100%	90%	95%	90%	

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service between the 2015-16 Estimated Actual and the 2015-16 Budget is due mainly to a reduction in work on Gateway WA, delay in overall work on the Great Northern Highway and a delay in the start of Perth Freight Link.
2. The increase in income between the 2015-16 Budget and the 2015-16 Estimated Actuals is due mainly to the Commonwealth's advance payment on some projects.

4. Infrastructure for Community Access

The objective of this program is to provide infrastructure that will improve personal mobility and community access, including increasing the quality of access where appropriate, providing levels of access commensurate with community expectations and meeting minimal levels of appropriate access. Works include providing access to remote communities, pedestrian facilities, cyclist facilities, vulnerable road users' facilities, road user amenities, public transport integration and improvements such as new bridges to address flood closures.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	34,330	57,509	18,717	5,224	1,2
Less Income	45,714	3,100	3,100	3,100	
Net Cost of Service	(11,384)	54,409	15,617	2,124	
Employees (Full Time Equivalents).....	28	28	28	28	
Efficiency Indicators					
Percentage of Projects Completed on Time.....	83%	90%	70%	90%	
Percentage of Projects Completed on Budget	92%	90%	100%	90%	

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service between the 2015-16 Estimated Actual and the 2015-16 Budget is due mainly to the reclassification of the New Perth Stadium - Swan River Pedestrian Bridge.
2. The decrease in Total Cost of Service from the 2015-16 Estimated Actual to the 2016-17 Budget Target is due mainly to a reduction in sundry debtor work (Principal Shared Path work for the Department of Transport).

5. Road Network Maintenance

The objective of this program is to maintain the existing road and bridge network by maximising asset life and minimising whole-of-life costs. Works include routine maintenance (crack patching, patching of potholes, control of declared plants and weeds, graffiti removal and litter collections), periodic maintenance (repairs to pavements, culverts and bridge decks, sealing and re-sealing of road surfaces and replacing line markings), rehabilitation works where the primary reason for the works is due to pavement failure and managing and administering various Integrated Service Arrangements.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 267,779	\$'000 313,245	\$'000 345,412	\$'000 343,046	1
Less Income	42,128	49,478	49,327	51,578	
Net Cost of Service	225,651	263,767	296,085	291,468	
Employees (Full Time Equivalents).....	158	146	146	146	
Efficiency Indicators					
Average Cost of Road Network Maintenance per Lane Kilometre of Network.....	\$6,551	\$7,900	\$7,493	\$6,750	

Explanation of Significant Movements

(Notes)

- The increase in Total Cost of Service between the 2015-16 Estimated Actual and the 2015-16 Budget is due mainly to additional funds being made available for General maintenance works.

6. Infrastructure for State Development

The objective of this program is to expand the road network in accordance with Government transport and land use strategies that will facilitate the economic and regional development of the State. These works are mostly aimed at increasing the capacity of the road network through the addition of new links, which include town bypasses.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 123,823	\$'000 95,657	\$'000 129,437	\$'000 470,905	1,2
Less Income	38,748	30,403	39,935	254,707	3
Net Cost of Service	85,075	65,254	89,502	216,198	
Employees (Full Time Equivalents).....	129	130	130	130	
Efficiency Indicators					
Percentage of Projects Completed on Time.....	100%	90%	95%	90%	
Percentage of Projects Completed on Budget	100%	90%	95%	90%	

Explanation of Significant Movements

(Notes)

- The increase in Total Cost of Service between the 2015-16 Estimated Actual and the 2015-16 Budget is due mainly to works on the Onslow Ring Road and Murray Bridge on Coolup East Road.
- The increase in the Total Cost of Service between the 2015-16 Estimated Actuals and the 2016-17 Budget Target is due mainly to works on Swan Valley Bypass.
- The increase in income between the 2015-16 Estimated Actual and the 2016-17 Budget Target is due mainly to additional Commonwealth funding.

Asset Investment Program

Road improvements are aimed at increasing the efficiency of the existing road network as part of an integrated transport system, including cyclist and pedestrian facilities, paying particular attention to:

- safety, minimising crashes and injuries associated with road use;
- travel demand management, ensuring efficient freight and commuter traffic movement;
- level of service management, ensuring the service level provided by the road network consistently conforms to the needs of all road users, the community and government;
- integration of modes, integrating road use with public and other transport modes; and
- road environment, ensuring that road use is environmentally sensitive.

The expansion of the road network focuses on meeting the transportation needs of future generations where they cannot be met by improving the existing network. This involves planning and construction of new roads to extend the existing road network and major widening of existing roads.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Albany Highway - Passing Lanes ^(a)	22,276	16,146	11,182	6,130	-	-	-
Aubin Grove Train Station Precinct	30,000	16,315	16,200	13,685	-	-	-
Bridges Renewal Program							
Bridge Replacement South Western Highway Collie							
River Bridge	16,540	11,000	11,000	5,540	-	-	-
South Western Highway Beenyup Brook	3,400	2,380	2,380	1,020	-	-	-
Bussell Highway							
Margaret River Perimeter Road ^(b)	58,260	5,760	5,760	2,240	50,260	-	-
Vasse to Newtown	21,210	18,698	13,441	2,512	-	-	-
Charles Street Bus Bridge	32,107	4,200	4,200	27,407	500	-	-
Coalfields Highway							
Wellington Dam Turn-off and Roelands Hill Dual Lanes ^(a)	27,649	26,373	13,511	1,276	-	-	-
Gibb River Road - Derby - Gibb River - Wyndham							
Improve Formation, and Gravel	97,496	51,801	4,608	4,503	7,809	8,043	8,240
Great Eastern Highway							
Bilgoman Road to Mundaring	24,000	8,600	8,600	15,400	-	-	-
Walgoolan to Coolgardie - Upgrade and Widening	47,100	35,661	5,775	11,439	-	-	-
Great Northern Highway - Muchea to Wubin Stage 2	387,243	102,380	46,158	93,001	166,904	24,958	-
Kwinana Freeway - Roe Highway to Russell Road							
Widening South Bound	66,414	52,096	20,200	14,318	-	-	-
Mitchell Freeway - Burns Beach Road to Hester Avenue	236,348	112,737	85,000	95,000	28,611	-	-
National Highway Upgrade Program	40,441	21,748	20,931	18,693	-	-	-
North West Coastal Highway - Minilya to Barradale	127,965	92,596	70,000	31,000	4,369	-	-
NorthLink WA							
Swan Valley Bypass	836,600	76,765	4,650	192,594	300,370	214,254	41,025
Tonkin Highway Grade Separations	281,200	18,923	10,700	152,500	109,777	-	-
Onslow Road - Post Construction Upgrade	67,000	11,640	11,377	500	32,500	22,360	-
Perth Freight Link							
Section 1: Roe 8 - Kwinana Freeway to Stock Road	540,000	25,000	22,000	179,000	227,000	109,000	-
Section 2: Roe Highway to Stirling Highway	1,253,000	25,861	20,000	15,000	201,000	336,000	341,000
Section 3: Roe Highway Upgrade - Between Tonkin							
Highway and Welshpool Road	41,000	18,000	18,000	23,000	-	-	-
Heavy Vehicle User Charge	67,000	5,000	3,000	15,000	47,000	-	-
Reid Highway - Duffy Road to Erindale Road Dual							
Carriageway	43,747	36,569	26,435	7,178	-	-	-
Reseal Capitalisation Program	461,636	60,000	60,000	61,860	64,087	66,394	68,050
Road Safety Commission ^(a)							
LED School Zone Lights	35,936	23,936	21,254	12,000	-	-	-
Run-off Crashes on Regional Roads	117,968	89,968	26,798	28,000	-	-	-
Urban Intersection Crash Sites	41,139	31,139	12,000	10,000	-	-	-
Safer Roads and Bridges Program	407,683	196,311	40,895	30,210	33,250	34,247	36,955
South Western Highway - Donnybrook to Greenbushes	25,781	4,400	4,400	4,090	-	-	2,610
Toodyay Road - Roland Road East to Toodyay							
Development ^(a)	3,800	1,000	1,000	2,800	-	-	-
Traffic Congestion Management Program	28,000	14,000	14,000	7,000	7,000	-	-
Various Roads							
Royalties for Regions - Caravan and Camping							
Program Action Plan ^(c)	5,497	3,725	1,494	972	800	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Albany Ring Road	2,802	2,802	141	-	-	-	-
Brand Highway - Greenough River Bridge	11,915	11,915	223	-	-	-	-
Buildings and Equipment 2015-16 Program	20,370	20,370	20,370	-	-	-	-
Capitalised Operational Costs 2015-16 Program	52,721	52,721	52,721	-	-	-	-
Coalfields Highway Wellington Dam Turnoff to Collie Stage 1	26,192	26,192	3,642	-	-	-	-
Coolgardie - Esperance Highway - Esperance Port Access	117,519	117,519	2,538	-	-	-	-
Dampier Highway - Balmoral Road to Burrup Peninsula Road (Stages 2-6) Construct Second Carriageway	108,488	108,488	813	-	-	-	-
Gateway WA - Perth Airport and Freight Access	908,555	908,555	113,617	-	-	-	-
Goldfields Highway - Wiluna to Meekatharra	21,891	21,891	517	-	-	-	-
Great Northern Highway - Bindi Bindi Curves	40,000	40,000	4,423	-	-	-	-
Lloyd Street - Midland Under Pass	66,465	66,465	11,000	-	-	-	-
Marble Bar Road Fortescue River Crossing - Road Bridge ^(b)	12,660	12,660	12,089	-	-	-	-
Newman to Ripon Hills ^(b)	20,000	20,000	229	-	-	-	-
Minor Works (includes Black Spot and Urgent Minor Works) 2015-16 Program	50,231	50,231	50,231	-	-	-	-
Mitchell Freeway - Hepburn Avenue to Hodges Drive	24,723	24,723	2,521	-	-	-	-
Narrogin Link Road - Northam-Cranbrook Road	7,543	7,543	3,489	-	-	-	-
Perth - Bunbury Highway Bunbury Outer Ring Road Stage One - Construct	76,451	76,451	413	-	-	-	-
Bunbury Port Access Road Stage Two - Construct and Seal including Bridges	39,272	39,272	885	-	-	-	-
Queen Victoria Street - Fremantle Traffic Bridge Replacement - Planning, Design and Preliminary Works	20,484	20,484	11,509	-	-	-	-
Reid Highway Malaga Drive Intersection Grade Separation	35,076	35,076	28,576	-	-	-	-
Roe Highway - Berkshire Road Grade Separation	52,088	52,088	26,000	-	-	-	-
South Coast Highway - Ravensthorpe Heavy Vehicle Route ^(b)	17,499	17,499	5,302	-	-	-	-
NEW WORKS							
Armadale Road - Anstey Road to Tapper Road	145,000	-	-	20,000	20,000	82,500	22,500
Buildings and Equipment 2016-17 Program	15,925	-	-	15,925	-	-	-
2017-18 Program	13,825	-	-	-	13,825	-	-
2018-19 Program	14,214	-	-	-	-	14,214	-
2019-20 Program	15,195	-	-	-	-	-	15,195
Capitalised Operational Costs 2016-17 Program	53,871	-	-	53,871	-	-	-
2017-18 Program	55,391	-	-	-	55,391	-	-
2018-19 Program	57,061	-	-	-	-	57,061	-
2019-20 Program	59,707	-	-	-	-	-	59,707
Ellenbrook Bus Rapid Transit	49,000	-	-	4,000	45,000	-	-
Great Eastern Highway - Passing Lanes ^{(a) (b)}	48,000	-	-	26,000	22,000	-	-
Minor Works (includes Black Spot and Urgent Minor Works) 2016-17 Program	35,528	-	-	35,528	-	-	-
2017-18 Program	48,980	-	-	-	48,980	-	-
2018-19 Program	34,417	-	-	-	-	34,417	-
2019-20 Program	40,234	-	-	-	-	-	40,234
Road Safety Commission - Wheatbelt Highway Safety Review Program ^(a)	5,000	-	-	5,000	-	-	-
Total Cost of Asset Investment Program	7,919,729	2,953,673	988,198	1,245,192	1,486,433	1,003,448	635,516
Loan and Other Repayments			5,000	766	-	-	-
Total	7,919,729	2,953,673	993,198	1,245,958	1,486,433	1,003,448	635,516
FUNDED BY							
Capital Appropriation			294,173	251,453	296,894	433,366	265,193
Asset Sales			14,500	14,500	2,000	2,000	2,000
Commonwealth Grants			787,952	596,130	719,940	572,964	267,001
Drawdowns from the Holding Account			54,063	60,606	67,617	75,054	80,123
Internal Funds and Balances			(189,181)	296,084	294,422	(102,296)	21,199
Other			19,836	500	32,500	22,360	-
Drawdowns from Royalties for Regions Fund ^{(b) (c)}			11,855	26,685	73,060	-	-
Total Funding			993,198	1,245,958	1,486,433	1,003,448	635,516

(a) Funded from the Road Trauma Trust Account.

(b) Funded from the Regional Infrastructure and Headworks Fund.

(c) Funded from the Regional Community Service Fund.

Financial Statements

Financial figures for 2015-16 Budget and 2014-15 Actual have been restated for comparability due to the Machinery of Government change to remove the Office of Road Safety from Main Roads and establish the Road Safety Commission as a standalone department as of 1 July 2015.

Income Statement

Expenses

Total Cost of Services as per the Income Statement, differs from the adjusted Total Cost of Services as per the service summary table. The latter includes capitalised road works expenditure and excludes several expense groupings including road infrastructure depreciation, State road funds provided for works on local government roads, natural disaster funding applied to local roads, road transfers to local governments and road retirements. These expense groupings have been excluded to provide a clearer picture of the cost of works undertaken on the State road network. Refer to the Total Cost of Services reconciliation table for more details.

Income

The movement between years in the sale of goods and services is mainly due to changes in the level of works to be carried out on non-Main Roads assets (local government network, minor works for other Government agencies) which have been requested by third parties.

The majority of grants and subsidies income comes from the Commonwealth Government and fluctuates according to its contribution to the Asset Investment Program in each particular year.

Other revenue includes road assets transferred to the State from third parties, including local government.

Statement of Financial Position

Restricted cash is mainly attributable to the Commonwealth Government's advanced payments for some projects.

Statement of Cashflows

The cashflow statement generally reflects movements as per the Income Statement with timing of actual payments being the major difference.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	65,316	74,861	73,197	76,364	77,727	78,857	80,153
Grants and subsidies ^(c)	173,553	165,496	118,092	175,514	141,205	148,393	148,393
Supplies and services	391,322	482,180	457,406	497,345	471,662	573,327	672,993
Accommodation	14,812	15,929	15,939	16,351	16,855	17,155	17,612
Depreciation and amortisation	259,095	342,283	351,804	374,706	384,711	378,871	402,475
Other expenses	44,802	36,539	122,255	62,475	62,102	55,558	33,938
TOTAL COST OF SERVICES	948,900	1,117,288	1,138,693	1,202,755	1,154,262	1,252,161	1,355,564
Income							
Sale of goods and services	89,632	71,076	56,684	54,288	56,245	48,775	33,455
Grants and subsidies	633,525	609,918	963,548	780,221	794,845	647,869	341,906
Other revenue	33,279	11,744	79,911	27,136	14,146	32,317	14,317
Total Income	756,436	692,738	1,100,143	861,645	865,236	728,961	389,678
NET COST OF SERVICES	192,464	424,550	38,550	341,110	289,026	523,200	965,886
INCOME FROM STATE GOVERNMENT							
Service appropriations	830,568	882,701	879,774	937,533	939,843	1,044,981	1,163,746
Resources received free of charge	5,616	2,700	2,700	2,700	2,700	2,700	2,700
Royalties for Regions Fund: Regional Community Services Fund	796	508	302	520	533	547	567
TOTAL INCOME FROM STATE GOVERNMENT	836,980	885,909	882,776	940,753	943,076	1,048,228	1,167,013
SURPLUS/(DEFICIENCY) FOR THE PERIOD	644,516	461,359	844,226	599,643	654,050	525,028	201,127

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 1,038, 1,018 and 1,018 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Local Road Grants and Subsidies	138,577	106,826	106,826	118,809	130,705	137,893	137,893
Other	7,408	904	500	500	500	500	500
Road Assets Transferred	12,110	47,766	766	46,205	-	-	-
Western Australia Natural Disaster Relief and Recovery Arrangements Funding Applied to the Local Government Road Network	15,458	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL	173,553	165,496	118,092	175,514	141,205	148,393	148,393

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	186,970	179,023	258,124	313,969	93,349	208,614	193,566
Restricted cash	465	3,206	274,712	79,822	8,584	996	998
Holding account receivables	54,063	60,606	60,606	67,617	75,054	83,081	92,206
Receivables	52,061	53,800	51,389	50,717	50,045	49,373	48,701
Other	24,127	32,843	24,127	24,127	24,127	24,127	24,127
Assets held for sale	7,150	638	7,150	7,150	7,150	7,150	7,150
Total current assets	324,836	330,116	676,108	543,402	258,309	373,341	366,748
NON-CURRENT ASSETS							
Holding account receivables	1,698,895	1,927,246	1,927,246	2,177,617	2,431,423	2,671,361	2,928,938
Property, plant and equipment	44,191,173	45,498,528	45,459,010	46,946,477	48,810,969	50,324,101	51,459,306
Intangibles	17,725	18,134	14,503	11,461	9,286	7,110	5,136
Other	108,973	72,464	105,107	96,724	97,204	96,985	96,094
Total non-current assets	46,016,766	47,516,372	47,505,866	49,232,279	51,348,882	53,099,557	54,489,474
TOTAL ASSETS	46,341,602	47,846,488	48,181,974	49,775,681	51,607,191	53,472,898	54,856,222
CURRENT LIABILITIES							
Employee provisions	28,458	32,574	28,458	28,458	28,458	28,458	28,458
Payables	10,223	17,909	11,276	12,329	13,382	14,435	15,488
Other	313,406	279,423	310,305	311,438	313,337	315,236	317,135
Total current liabilities	352,087	329,906	350,039	352,225	355,177	358,129	361,081
NON-CURRENT LIABILITIES							
Employee provisions	4,443	4,016	4,443	4,443	4,443	4,443	4,443
Other	26	40	26	26	26	26	26
Total non-current liabilities	4,469	4,056	4,469	4,469	4,469	4,469	4,469
TOTAL LIABILITIES	356,556	333,962	354,508	356,694	359,646	362,598	365,550
EQUITY							
Contributed equity	3,975,076	4,502,624	4,261,356	4,503,601	4,873,555	5,306,921	5,572,114
Accumulated surplus/(deficit)	12,689,746	13,081,863	13,553,720	14,153,363	14,807,413	15,332,441	15,533,568
Reserves	29,320,224	29,928,039	30,012,390	30,762,023	31,566,577	32,470,938	33,384,990
Total equity	45,985,046	47,512,526	47,827,466	49,418,987	51,247,545	53,110,300	54,490,672
TOTAL LIABILITIES AND EQUITY	46,341,602	47,846,488	48,181,974	49,775,681	51,607,191	53,472,898	54,856,222

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	622,261	593,744	590,817	619,545	610,983	721,962	816,921
Capital appropriation.....	325,471	425,414	294,173	251,453	296,894	433,366	265,193
Holding account drawdowns.....	47,553	54,063	54,063	60,606	67,617	75,054	80,123
Royalties for Regions Fund:							
Regional Community Services Fund.....	796	1,708	1,632	1,492	1,333	547	567
Regional Infrastructure and Headworks Fund.....	9,387	13,160	10,525	25,713	72,260	-	-
Net cash provided by State Government.....	1,005,468	1,088,089	951,210	958,809	1,049,087	1,230,929	1,162,804
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(70,063)	(74,861)	(73,197)	(76,364)	(77,727)	(78,857)	(80,153)
Grants and subsidies.....	(166,825)	(148,631)	(147,491)	(159,474)	(171,370)	(178,558)	(178,558)
Supplies and services.....	(403,590)	(424,639)	(404,121)	(443,930)	(435,443)	(537,043)	(636,709)
Accommodation.....	(15,141)	(15,929)	(15,939)	(16,351)	(16,855)	(17,155)	(17,612)
Other payments.....	(161,701)	(111,231)	(120,781)	(121,223)	(122,795)	(123,594)	(123,422)
Receipts							
Grants and subsidies.....	633,525	609,918	963,548	780,221	794,845	647,869	341,906
Sale of goods and services.....	94,594	72,018	57,626	55,230	57,187	49,717	34,397
GST receipts.....	145,147	101,700	101,700	101,700	101,700	101,700	101,700
Other receipts.....	15,411	11,544	11,544	13,795	13,946	14,117	14,117
Net cash from operating activities.....	71,357	19,889	372,889	133,604	143,488	(121,804)	(544,334)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(985,400)	(1,088,992)	(988,198)	(1,245,192)	(1,486,433)	(1,003,448)	(635,516)
Proceeds from sale of non-current assets.....	5,849	14,500	14,500	14,500	2,000	2,000	2,000
Net cash from investing activities.....	(979,551)	(1,074,492)	(973,698)	(1,230,692)	(1,484,433)	(1,001,448)	(633,516)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(5,000)	(5,000)	(5,000)	(766)	-	-	-
Net cash from financing activities.....	(5,000)	(5,000)	(5,000)	(766)	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	92,274	28,486	345,401	(139,045)	(291,858)	107,677	(15,046)
Cash assets at the beginning of the reporting period	95,161	153,743	187,435	532,836	393,791	101,933	209,610
Cash assets at the end of the reporting period	187,435	182,229	532,836	393,791	101,933	209,610	194,564

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Taxation							
Permits - Oversize Vehicles and Loads.....	7,393	8,600	7,568	7,832	8,008	8,184	8,360
TOTAL ADMINISTERED INCOME	7,393	8,600	7,568	7,832	8,008	8,184	8,360
EXPENSES							
Grants to Charitable and Other Public Bodies							
Receipts Paid into the Consolidated Account.....	7,393	8,600	7,568	7,832	8,008	8,184	8,360
TOTAL ADMINISTERED EXPENSES	7,393	8,600	7,568	7,832	8,008	8,184	8,360

Division 67 Public Transport Authority of Western Australia

Part 13 Minister for Agriculture and Food; Transport

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	359	359	359	359	359	359	359
Total appropriations provided to deliver services.....	359	359	359	359	359	359	359
CAPITAL							
Item 163 Capital Appropriation.....	94,405	139,661	112,296	576,384	102,664	232,211	60,684
TOTAL APPROPRIATIONS	94,764	140,020	112,655	576,743	103,023	232,570	61,043
EXPENSES							
Total Cost of Services.....	1,267,454	1,330,900	1,377,695	1,430,290	1,440,347	1,481,442	1,552,023
Net Cost of Services ^(a)	996,399	1,055,157	1,113,323	1,145,682	1,147,783	1,196,596	1,260,185
CASH ASSETS ^(b)	140,211	88,042	116,417	496,133	105,302	92,578	91,020

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Agency Expenditure Review Savings Measures					
Consultant Reductions	-	(610)	(700)	(703)	(703)
Contract Labour Reductions	-	(1,840)	(2,092)	(2,092)	(2,092)
Efficiency Improvements	-	(3,552)	(3,655)	(3,752)	(3,852)
Employment Cost Reductions.....	-	(2,600)	(2,600)	(2,600)	(2,600)
Further Initiatives.....	-	-	(9,333)	(15,013)	(15,014)
Media and Marketing Reductions	-	(413)	(413)	(413)	(413)
Program Reductions.....	-	(1,843)	(2,643)	(2,643)	(2,643)
Staff Reductions.....	-	(3,925)	(4,150)	(4,150)	(4,150)
C-Series Railcar Procurement Adjustment (Deferred).....	1,000	500	-	-	(4,537)
Electricity Model Alignment	(333)	(949)	330	(1,173)	(854)
Esplanade Busport Fire Repairs.....	1,500	-	-	-	-
Expenditure Reduction to Offset Lower Revenue Due to Free Travel					
Before 6am and After 7pm.....	(176)	(180)	(185)	(190)	(195)
Externally Funded Services and Works.....	5,298	3,744	-	-	-
Forrestfield-Airport Link - Interest Expenses	-	(1,620)	(9,166)	(15,190)	(7,887)
Future Urban Railcar Procurement - Interest Expenses.....	3,528	6,303	7,033	7,008	7,008
Nicholson Road Grade Separation Project - Revised Budget.....	-	(8,600)	-	-	-
Perth Stadium Special Events.....	-	-	7,513	12,343	12,488
Revised 1.5% Public Sector Wages Policy	-	(825)	(2,065)	(3,534)	(5,244)

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revisions to Budget Assumptions					
Energy	-	(1,600)	(1,600)	(1,600)	(1,600)
Fuel Adjustment	(1,735)	(6,661)	(6,329)	(6,176)	(5,222)
Interest Adjustment	(9,571)	(17,351)	(4,841)	(29,297)	28,716
Maintenance Cost	-	(1,500)	(1,500)	(1,500)	(1,500)
Reduced Compressed Natural Gas Price	-	(400)	(400)	(400)	(400)
Reduced Compressed Natural Gas Price - Expiry of Infrastructure Charge	-	(2,000)	(2,000)	(2,000)	(2,000)
Royalties for Regions					
AvonLink Enhancement Project	-	(101)	-	-	-
Regional Workers Incentive Allowance Payments	-	-	-	-	1
Safe Working Training	-	228	233	239	245

Significant Issues Impacting the Agency

- Providing a growing and reliable public transport system in a changing economic environment for a growing population is demanding for the Government. After a long period of growth of approximately 6% per annum, the last three years total patronage on Perth's public transport system has shown two modest decreases and a small increase. For 2016-17 growth of 1.9% is forecast with continued growth thereafter.
- To ensure that the expanding Perth population can be served by quality public transport, the Authority has awarded the contract for the construction of the Forresterfield-Airport Link. To provide capacity in the fleet when this new railway line opens, the Government has awarded a contract for an additional 10 three-car train sets. Delivery of these new three-car train sets will commence in 2017. This will supplement the 22 three-car train sets ordered in 2011 and 2012, of which eighteen have now been commissioned into service. The remaining four three-car train sets will arrive in a staged delivery schedule, with the last train set being delivered in the latter half of 2016.
- The Authority is undertaking planning studies for other future extensions of the urban passenger rail network and is conducting an ongoing route utilisation strategy and other initiatives to improve the serviceability of the existing and future network. As part of this, the Government has approved funding for the relocation of the freight yard under the State's Rail Freight Lease from Bellevue to Kenwick. This will make way for the future location of a Transperth railcar maintenance and stowage depot at Bellevue, providing for the future expansion of the network and railcar fleet.
- Public transport will be the most efficient and effective way to travel to and from the Perth Stadium. With approximately 35,000 people expected to use rail public transport and more than 14,000 people expected to use bus public transport, the provision of reliable public transport is essential. To ensure this the Government is investing in a \$358.6 million transport infrastructure package to service the Perth Stadium (of which \$22.4 million is being delivered through the Public Private Partnership for Perth Stadium).
- Reliability and frequency are the key to attracting people onto buses. Perth's first SuperBus, known as Route 950, represented a step change in bus service frequency, legibility and operating hours. Within 12 months of its commencement in 2014, patronage along the busy Beaufort St and University of Western Australia corridors increased by 39% with the most impressive growth occurring off peak and on weekends. Operating on frequencies as high as every minute along portions of its route, the service concept has recorded extremely high levels of customer satisfaction and the service is regularly carrying in excess of 18,000 passengers per day.
- The Authority ensures that its buses are safe, efficient and reliable, and that it stays abreast of new technologies. The Authority will purchase 120 new environmentally friendly Euro 6 buses in 2016-17 to service this need.
- Accessible and safe public transport is important in enhancing the quality of life and wellbeing of Western Australia's growing population. As patronage increases, so too does the demand on railway stations, bus interchanges and associated infrastructure. The Authority ensures that it has in place appropriate systems, processes and resources (particularly customer service and security staff) to safely control the large crowds using the facilities and infrastructure. The Authority continues to implement various resilience measures to ensure that the large number of passengers that now rely on the network are provided safe and reliable travel.

- The demand for parking at train stations continues to grow. A contract for the construction of a multi-storey car parking facility at Edgewater station has been awarded with target completion in 2016. Currently a further 360 parking bays are under construction on the rail network and the Edgewater multi-storey car park and the Aubin Grove Station Park 'n' Ride will add a further approximately 500 and 2,000 bays respectively. On completion, this will mean the Authority has added more than 8,900 parking bays to the network since 2008.
- Providing safe and cost-effective public transport services to regional Western Australia remains a priority for Government. In 2015-16, 12 of a fleet of 23 new state of the art Volvo road coaches will be delivered. The remaining 11 of these new coaches will be delivered and put into service in 2016-17.
- When completed in 2016, the \$576.5 million Perth City Link (PCL) project will reconnect at ground level the Perth city centre (extending from Perth Station to Perth Arena) with Northbridge for the first time in more than 100 years. The rail component of the PCL project was completed in December 2013 and the underground bus station is going through its commissioning stage and will be opened in the middle of 2016. In anticipation of future growth of bus services through the underground bus station, further funding has been allocated for a bus layover area in Northbridge to reduce dead running and the idling of buses on busy city streets. The development of the layover will coincide with the construction of the Charles Street bus bridge.

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.	Accessible, reliable and safe public transport system.	1. Metropolitan and Regional Passenger Services 2. Country Passenger Rail and Road Coach Services 3. Regional School Bus Services
	Protection of the long-term functionality of the rail corridor and railway infrastructure.	4. Rail Corridor and Residual Freight Issues Management

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Metropolitan and Regional Passenger Services	970,530	1,031,500	1,025,866	1,065,913	1,099,880	1,167,918	1,242,399
2. Country Passenger Rail and Road Coach Services	46,664	48,313	47,254	50,280	49,139	48,377	50,382
3. Regional School Bus Services.....	124,586	128,177	128,155	130,774	132,777	123,223	127,667
4. Rail Corridor and Residual Freight Issues Management	125,674	122,910	176,420	183,323	158,551	141,924	131,575
Total Cost of Services	1,267,454	1,330,900	1,377,695	1,430,290	1,440,347	1,481,442	1,552,023

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Accessible, reliable and safe public transport system:					
Use of public transport - passengers per service kilometre:					
Metropolitan Bus Services.....	1.28	1.28	1.23	1.22	
Metropolitan Train Services.....	3.62	3.35	3.34	3.16	
Metropolitan Ferry Services.....	10.47	10.41	11.10	13.07	1
Regional Bus Services.....	0.755	0.748	0.721	0.721	
Country Passenger Rail Services.....	0.218	0.216	0.205	0.201	
Country Passenger Road Coach Services.....	0.060	0.060	0.057	0.057	
Accessible Public Transport:					
The proportion of street addresses within the Perth Public Transport Area which are within 500 metres of a Transperth stop providing an acceptable level of service.....					
	85%	85%	85%	85%	
Metropolitan and regional passenger services reliability:					
Bus services within four minutes of scheduled time.....	80%	82%	85%	85%	
Train arriving within four minutes of scheduled time.....	95%	95%	95%	95%	
Ferries arriving within three minutes of scheduled time.....	92%	96%	96%	96%	
Country passenger rail and road coach services reliability:					
Prospector arriving within 15 minutes of scheduled time.....	65%	80%	50%	80%	2
Australind arriving within 10 minutes of scheduled time.....	93%	90%	94%	90%	
MerredinLink arriving within 10 minutes of scheduled time.....	84%	95%	60%	95%	2
AvonLink arriving within 10 minutes of scheduled time.....	96%	97%	80%	95%	2
Road Coaches arriving within 10 minutes of scheduled time.....	97%	95%	98%	95%	
Regional school bus services reliability:					
Drop off no less than 10 minutes before the school starts and pick up within 10 minutes of school ending.....					
	98%	100%	98%	98%	
Level of overall customer satisfaction - customer satisfaction index:					
Metropolitan Bus Services.....	86%	81%	81%	83%	
Metropolitan Train Services.....	92%	90%	90%	90%	
Metropolitan Ferry Services.....	100%	98%	98%	98%	
Country Passenger Rail and Road Coach Services.....	93%	92%	92%	92%	
Customer perception of safety - independent external surveys:					
Train station - Daytime.....	98%	96%	96%	96%	
On-board train - Daytime.....	98%	97%	97%	97%	
Train station - Night-time.....	72%	69%	69%	69%	
On-board train - Night-time.....	78%	75%	75%	75%	
Bus station - Daytime.....	97%	97%	97%	97%	
On-board bus - Daytime.....	99%	99%	99%	99%	
Bus station - Night-time.....	71%	73%	73%	73%	
On-board bus - Night-time.....	82%	81%	81%	81%	
Level of notifiable safety occurrences - notifiable occurrences:					
Category A Occurrences per million passenger boardings.....	0.17	0.23	0.06	0.23	3
Category A Occurrences per million train kilometres.....	0.56	0.78	0.20	0.70	3
Category B Occurrences per million passenger boardings.....	10.09	9.67	10.83	10.75	4
Category B Occurrences per million train kilometres.....	33.37	32.22	34.51	32.56	
Regional school bus services: notifiable occurrences (accidents) reported each school year.....					
	16	19	19	19	
Outcome: Protection of the long-term functionality of the rail corridor and railway infrastructure:					
Number of lease breaches.....	nil	nil	nil	nil	

(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 opening of Elizabeth Quay in January 2016 has resulted in increased ferry boardings.
2. The 2015-16 Estimated Actual is below the 2015-16 Budget due to speed restrictions, and delays resulting from ongoing signalling, crossing and track works on the rail line between Perth and Kalgoorlie.
3. The 2016-17 Budget Targets for levels of notifiable safety occurrences are based on the average annual number of occurrences over the last five years. For the 2015-16 Estimated Actuals, most notifiable occurrences relate to public behaviour on the Authority's network which is beyond the Authority's control, and there was a notable reduction in these occurrences in 2015-16.
4. The 2015-16 Estimated Actual increase against the 2015-16 Budget is due to an increase in the occurrence of incidents including: slips, trips and falls, trespass, and level crossing occurrences.

Services and Key Efficiency Indicators

1. Metropolitan and Regional Passenger Services

Provision of customer focused, safe and cost effective passenger transport to the Metropolitan area and regional towns.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	970,530	1,031,500	1,025,866	1,065,913	1
Less Income	233,996	231,079	228,084	239,918	
Net Cost of Service	736,534	800,421	797,782	825,995	
Employees (Full Time Equivalents).....	1,387	1,434	1,444	1,440	
Efficiency Indicators					
Average Cost per Passenger Kilometre:					
Transperth Bus Operations.....	\$1.02	\$1.12	\$1.13	\$1.18	2
Transperth Train Operations.....	\$0.48	\$0.50	\$0.51	\$0.50	
Transperth Ferry Operations	\$1.75	\$1.90	\$1.40	\$1.01	3
Average Cost per 1,000 Place Kilometres:					
Regional Bus Services	\$74.20	\$77.97	\$76.05	\$92.93	4

Explanation of Significant Movements

(Notes)

- The Total Cost of Service in the 2016-17 Budget Target increases by \$40 million (3.9%) from the 2015-16 Estimated Actual due to the following cost increases:
 - bus contract escalation (\$16.4 million);
 - depreciation (\$10.9 million);
 - interest (\$5.6 million);
 - additional operating costs of Perth City Link, Aubin Grove, and Edgewater multi-storey carpark (\$6.1 million);
 - planning costs (\$5 million);
 - labour escalation (\$4.6 million);
 - contractor escalation (\$4.6 million); and
 - operating costs for additional Transperth railcars (\$3.2 million).
 Offset by a decrease in expenditure due to parameter changes and savings measures (\$16.5 million).
- The Average Cost per Passenger Kilometre in the 2016-17 Budget Target increases to \$1.18 (by 4.4%) due to the increase in Transperth bus related costs by 6.3% and a decrease in passenger kilometres of 1.1%.
- The Average Cost per Passenger Kilometre in the 2016-17 decreases to \$1.01 (27.9%) due to an increase in ferry related costs of 2.3% and an increase in passenger kilometres by 42.7% following the increased services from Elizabeth Quay.
- The Average Cost per 1,000 Place Kilometres for Regional Bus Services will increase to \$92.93 (22.2%) in the 2016-17 Budget Target due to an increase in depreciation (\$4.6 million) for buses and bus infrastructure.

2. Country Passenger Rail and Road Coach Services

Provision of customer focused, safe and cost effective passenger transport to regional communities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 46,664	\$'000 48,313	\$'000 47,254	\$'000 50,280	1
Less Income	11,055	13,273	11,775	12,266	
Net Cost of Service.....	35,609	35,040	35,479	38,014	
Employees (Full Time Equivalents).....	136	140	136	128	
Efficiency Indicators					
Average Cost per Passenger Kilometre:					
TransWA Rail.....	\$0.45	\$0.44	\$0.47	\$0.52	
TransWA Road Coaches.....	\$0.25	\$0.23	\$0.23	\$0.26	

Explanation of Significant Movements

(Notes)

- The Total Cost of Service in the 2016-17 Budget Target increases by \$3 million (6.4%) from the 2015-16 Estimated Actual due to the following cost increases:
 - maintenance expenditure (\$1 million);
 - depreciation (\$0.7 million);
 - labour escalation (\$0.5 million); and
 - contractor escalation (\$0.1 million).

3. Regional School Bus Services

Provision of regional school bus transport to Western Australian school students.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 124,586	\$'000 128,177	\$'000 128,155	\$'000 130,774	
Less Income	5,166	5,110	5,110	5,265	
Net Cost of Service.....	119,420	123,067	123,045	125,509	
Employees (Full Time Equivalents).....	41	45	42	37	
Efficiency Indicators					
Average Cost per Contracted Kilometre:					
School Bus Services	\$3.73	\$3.83	\$3.75	\$3.77	

4. Rail Corridor and Residual Freight Issues Management

Managing the rail freight corridor and infrastructure leased to the private sector and associated freight transport issues.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 125,674	\$'000 122,910	\$'000 176,420	\$'000 183,323	1
Less Income	20,838	26,281	19,403	27,159	2
Net Cost of Service.....	104,836	96,629	157,017	156,164	
Employees (Full Time Equivalents).....	20	13	21	24	
Efficiency Indicators					
Total Cost of Managing the Rail Freight Corridor and Residual Freight Issues	\$125,674	\$122,910	\$176,420	\$183,323	1

(a) Under the terms and conditions of the Railway Infrastructure Lease, an independent inspection of the Railway Infrastructure is carried out every five years.

Explanation of Significant Movements

(Notes)

- The Total Cost of Service in the 2015-16 Estimated Actual increased by \$53.5 million (43.5%) from the 2015-16 Budget due to an increase in depreciation of freight network assets (\$80.4 million) resulting from an increase in the value of the freight network in 2014-15, offset by a decrease in costs for the Nicholson Road Grade Separation project (\$8.6 million) and a deferral of \$16.9 million to 2016-17 (\$8.8 million) and 2017-18 (\$8.1 million).

The Total Cost of Service in 2016-17 increases by \$6.9 million (3.9%) from the 2015-16 Estimated Actual due to the cost for the Nicholson Road Grade Separation project (\$18.3 million) and an increase in interest (\$0.7 million), offset by savings measures (\$4.1 million) and a reduction in depreciation (\$6.4 million) and external works (\$1.6 million).

- Income in 2016-17 will increase by \$7.8 million (40%) from the 2015-16 Estimated Actual mainly due to \$7.7 million of Commonwealth revenue for the Nicholson Road Grade Separation project in 2016-17.

Income in the 2015-16 Estimated Actual has decreased by \$6.9 million from the 2015-16 Budget primarily reflecting the deferral of Commonwealth revenue for the Nicholson Road Grade Separation project (\$5.9 million) from 2015-16 to 2016-17 and 2017-18.

Asset Investment Program

Radio System

A total of \$119.8 million will be invested to replace the obsolete analogue radio system used by the Authority to operate its passenger rail services.

Urban Rail Resilience Package

Over the period 2016-17 to 2019-20, \$24.1 million will be invested to improve the safety and reliability of the urban passenger network. This investment represents the completion of Stage 1 (\$31.1 million in total) and the commencement of Stage 2 (\$18.7 million) of the rail resilience package.

Forrestfield-Airport Link

During 2015-16 planning and procurement activities and land acquisitions for the \$2 billion Forrestfield-Airport Link continued. The new line will connect with the existing Midland Line near Bayswater and run underground for 8 km in twin-bored tunnels beneath the Swan River and Perth Airport. The project will open up a new rail corridor to Perth's eastern suburbs, as well as connecting the city to Perth Airport. It will create a 20-minute rail journey from Perth's eastern suburbs to the city and will feature three new stations - Belmont, Airport Central and Forrestfield. Construction is expected to begin in late 2015-16. In 2016-17, an estimated \$104 million will be expended on finalising project planning and procurement activities and land acquisitions as well as the commencement of civil works and tunnel boring.

Perth City Link

The Perth City Link project consists of a rail and bus component. The rail component was completed in December 2013, six months ahead of schedule. This involved sinking part of the Perth to Fremantle railway line west of Perth Station and the provision of track, infrastructure and passenger amenity improvements, including a new underpass linking the Perth Underground Station and Perth Station. Work on the bus component is due for completion in June 2016. Lifts, stairs and escalators will connect passengers from the ground-level entry points to the underground, 16-stand, air-conditioned lounge level. Large screens will provide passengers with up-to-date service information, including stand locations and departure times. In 2016-17, an estimated \$7.1 million will be expended on commissioning associated works and defects liability.

Perth Stadium Transport Project

The \$336.2 million transport package to service the Perth Stadium is advanced and on schedule. Rail reserve earth and drainage works, and various Western Power infrastructure repositioning works have been completed. Stadium Station forward works are nearing completion. Works are completed on the construction of the Victoria Park Drive bridge and contracts have been awarded and construction is underway for the Swan River Pedestrian bridge and associated infrastructure. It is estimated that \$156.6 million will be expended in 2016-17.

Aubin Grove Station

The estimated total cost for the new Aubin Grove train station has been revised to \$72 million. The station will incorporate passenger amenities including public toilets, staff amenities, a kiosk, ticketing and add-value machines, as well as public art. With 2,000 bays, Aubin Grove Station will become the largest Park 'n' Ride station on the Transperth network. It is estimated that \$35.7 million will be expended in 2016-17 with completion of station in early 2017.

Edgewater Multi-storey Car Park

A contract for the construction of the \$29.5 million multi-storey car parking facility at Edgewater was awarded in February 2015. It is anticipated that \$14.6 million will be expended in 2016-17 and that the facility will be available for use by mid-2017.

Future Urban Railcar Procurement

To provide for growth beyond 2016, \$122.7 million will be spent to procure a further 30 new B-Series railcars to be delivered over a three year period commencing in 2017.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Aubin Grove Station	71,997	32,260	23,354	35,704	4,033	-	-
Bus Infrastructure Program							
Bus Depot Acquisition	7,850	2,500	2,500	5,350	-	-	-
Bus Priority Projects	18,976	16,539	822	2,437	-	-	-
Northbridge Bus Layover	10,839	5,500	5,500	804	4,535	-	-
Bus Replacement Program							
Bus Acquisition Program for Additional Bus Service							
Kilometres	71,246	50,709	12,774	17,162	3,375	-	-
Bus Replacement Program	316,150	180,242	41,792	43,360	63,375	29,173	-
Green CAT Buses and Bus Depot Upgrades	5,200	4,689	-	511	-	-	-
Regional Bus Acquisition	63,241	50,438	3,493	6,706	4,000	2,097	-
Replacement of 32 CAT Buses	18,268	5,000	5,000	7,000	6,268	-	-
Road Coach Replacement Program ^(a)	16,279	10,570	10,560	5,709	-	-	-
Edgewater Multi-Storey Car Park	29,482	14,875	13,847	14,607	-	-	-
Extension of the Northern Suburbs Railway to Butler	188,967	187,967	1,316	1,000	-	-	-
Forrestfield-Airport Link	1,961,000	76,000	35,831	104,000	510,000	677,000	594,000
Operational Business Support Systems Program							
Business Support Upgrades - 2008-09 to 2017-18	40,611	27,464	8,841	8,692	4,455	-	-
Passenger Information Network Systems Upgrade	2,633	1,798	419	835	-	-	-
Radio Systems Replacement	119,800	1,800	1,800	3,600	18,000	30,000	42,000
Train Control Remote Terminal Unit 5 Year Life							
Extension	4,000	55	55	3,945	-	-	-
Parking Facilities Program							
Car Park Upgrade Program 2015-16 to 2016-17	380	355	355	25	-	-	-
Perth City Link	576,469	568,863	86,886	7,126	480	-	-
Perth Stadium Transport Project	336,223	170,945	83,355	156,625	8,653	-	-
Rail Infrastructure Program							
Rail Infrastructure	216,098	70,149	20,935	28,417	31,687	25,053	38,225
Resilience Package	48,850	24,309	11,175	21,781	1,503	373	446
Rail Stations Program							
East Perth Station Upgrade	14,729	3,536	2,528	11,193	-	-	-
Rail Station Upgrades	8,105	7,466	773	639	-	-	-
Railcar Program							
Future Urban Railcar Procurement	198,715	41,450	41,450	79,060	65,447	12,758	-
Purchase of 22 Railcars	244,728	242,771	33,697	1,957	-	-	-
COMPLETED WORKS							
Car Park Upgrade Program	7,998	7,998	1,494	-	-	-	-
Driver Assist Video System Replacement	10,065	10,065	720	-	-	-	-
Fremantle Swan River Bridge - Pier Protection	16,819	16,819	15,330	-	-	-	-
Grain Freight Resleeper Program	145,243	145,243	226	-	-	-	-
Kewdale Freight Terminal Power Supply Upgrade	1,000	1,000	1,000	-	-	-	-
Minor Capital Works 2008-09 to 2015-16 Program	18,428	18,428	4,000	-	-	-	-
Perth Station Building and Horseshoe Bridge							
Accommodation Works	8,608	8,608	859	-	-	-	-
Rail Infrastructure	50,080	50,080	12,490	-	-	-	-
Rail Station Upgrades	250	250	250	-	-	-	-
NEW WORKS							
New Bus Replacement Program	579,519	-	-	-	-	-	54,534
Common Infrastructure Program							
Minor Capital Works 2016-17 Program	3,500	-	-	3,500	-	-	-
Minor Capital Works 2017-18 Program	3,500	-	-	-	3,500	-	-
Minor Capital Works 2018-19 Program	3,500	-	-	-	-	3,500	-
Minor Capital Works 2019-20 Program	3,500	-	-	-	-	-	3,500
Max Light Rail	1,877,000	-	-	-	17,000	64,000	346,000
Operational Business Support Systems Program							
Business Support Upgrades - 2018-19 to 2020-21	17,342	-	-	-	-	5,000	7,000
CCTV Systems Program - 2019-20 to 2021-22	14,000	-	-	-	-	-	4,000
Parking Facilities Program							
Car Park Upgrade Program - 2017-18 to 2019-20	5,900	-	-	-	1,900	2,000	2,000

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Rail Infrastructure Program							
High Voltage Traction Power - 2018-19 to 2020-21	10,148	-	-	-	-	-	10,148
Signals - 2017-18 to 2019-20	11,000	-	-	-	3,500	3,500	4,000
Track and Structures - 2017-18 to 2019-20	17,564	-	-	-	2,013	7,000	8,551
Upgrade Pedestrian Gates and Level Crossings 2017-18 to 2019-20	6,000	-	-	-	2,000	2,000	2,000
Rail Stations Program	10,500	-	-	-	-	10,500	-
Total Cost of Asset Investment Program	7,412,300	2,056,741	485,427	571,745	755,724	873,954	1,116,404
Loan and Other Repayments			95,586	113,065	112,614	137,211	165,684
Total	7,412,300	2,056,741	581,013	684,810	868,338	1,011,165	1,282,088
FUNDED BY							
Capital Appropriation			112,296	576,384	102,664	232,211	60,684
Asset Sales			7,848	749	-	-	-
Borrowings			241,247	238,959	281,625	677,856	1,104,870
Drawdowns from the Holding Account			61,125	64,232	61,188	88,374	116,534
Internal Funds and Balances			23,626	(385,119)	401,181	2,274	-
Other			39,696	28,450	13,027	10,450	-
Drawdowns from Royalties for Regions Fund ^(b)			10,088	4,530	-	-	-
Funding Included in Department of Treasury - Perth Stadium			85,087	156,625	8,653	-	-
Total Funding			581,013	684,810	868,338	1,011,165	1,282,088

(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 2016-17 increases by \$52.6 million (3.8%) from the 2015-16 Estimated Actual.

The net increase is mainly due to the Nicholson Road Grade Separation project (\$18.3 million) and increased costs for:

- bus contract costs escalation (including school bus contracts) (\$18.6 million);
- interest on borrowings for asset investment (\$6.3 million);
- additional operating costs of Perth City Link, Aubin Grove, and Edgewater multi-storey carpark (\$6.1 million);
- contractor costs escalation (\$5.7 million);
- labour costs escalation (\$5.2 million);
- depreciation (\$5.2 million);
- planning costs (\$5 million); and
- operating costs for additional Transperth Railcars (\$3.2 million).

Offset by a decrease in expenditure due to parameter changes and savings measures (\$20.9 million).

Income

The total income in 2016-17 increases by \$20.2 million from the 2015-16 Estimated Actual. This increase is mainly attributable to:

- increased interest revenue earned on the Commonwealth contribution to Forrestfield-Airport Link (\$8 million);
- a contribution from the Commonwealth Government for the Nicholson Road Grade Separation project (\$7.7 million); and
- increased Transperth and TransWA fare revenue (\$7.6 million).

Offset by:

- a one-off external works revenue receipt for various works in 2015-16 (\$1.9 million); and
- a one-off contribution for the Esplanade Busport fire repairs in 2015-16 (\$1.5 million).

Statement of Financial Position

The total equity in 2016-17 increases by \$462.8 million from the 2015-16 Estimated Actual. This reflects a projected increase in total assets of \$584 million and an increase in total liabilities of \$121.2 million.

The \$584 million increase in assets is mainly attributable to an increase in:

- total cash assets (\$379.8 million), primarily reflecting unspent Commonwealth Government funds contributed to the Forrestfield-Airport Link project;
- property, plant and equipment (\$263.3 million); and
- prepayments for assets captured under the Perth Stadium Public Private Partnership (\$6 million).

Partially offset by drawdowns in the non-current holding account receivables for future asset replacement (\$64.2 million), and a reduction in intangibles (\$0.8 million).

The Authority's statement shows accumulated deficits across the forward estimates period as accrual appropriation is not being provided to fund depreciation associated with the Authority's assets. It has been determined that there is no need to provide the significant accrual appropriation that would be required to fund the depreciation associated with these assets, and funding previously allocated for the Authority's asset depreciation has been withdrawn.

Statement of Cashflows

Capital appropriation in 2016-17 increases by \$464.1 million from the 2015-16 Estimated Actual, largely reflecting the Commonwealth Government's \$490 million contribution to the Forrestfield-Airport Link project.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	158,509	166,933	166,933	167,602	170,465	173,518	174,505
Grants and subsidies ^(c)	478,531	506,740	505,266	528,982	543,094	551,994	564,435
Supplies and services	219,718	244,240	220,495	237,738	214,023	212,208	215,175
Accommodation	27,638	30,788	30,088	30,158	31,759	33,230	33,605
Depreciation and amortisation	279,938	267,328	340,112	345,169	345,076	343,860	337,643
Borrowing expenses	83,588	94,352	88,309	94,629	108,815	139,312	198,365
Other expenses	19,532	20,519	26,492	26,012	27,115	27,320	28,295
TOTAL COST OF SERVICES	1,267,454	1,330,900	1,377,695	1,430,290	1,440,347	1,481,442	1,552,023
Income							
Sale of goods and services	194,024	201,808	195,544	203,272	211,075	217,553	224,510
Regulatory fees and fines	3,647	3,940	3,940	3,940	3,940	3,940	3,940
Grants and subsidies	20,276	28,717	15,607	23,024	29,557	15,307	15,307
Other revenue	53,108	41,278	49,281	54,372	47,992	48,046	48,081
Total Income	271,055	275,743	264,372	284,608	292,564	284,846	291,838
NET COST OF SERVICES	996,399	1,055,157	1,113,323	1,145,682	1,147,783	1,196,596	1,260,185
INCOME FROM STATE GOVERNMENT							
Service appropriations	359	359	359	359	359	359	359
Resources received free of charge	490	-	-	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	14	14	14	15	15	16	17
Regional Infrastructure and Headworks Fund	2,550	2,225	2,225	2,037	-	-	-
Operating subsidy	736,695	787,128	776,829	806,180	820,473	857,827	927,632
TOTAL INCOME FROM STATE GOVERNMENT	740,108	789,726	779,427	808,591	820,847	858,202	928,008
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(256,291)	(265,431)	(333,896)	(337,091)	(326,936)	(338,394)	(332,177)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 1,584, 1,643 and 1,629 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Local Government	1,408	-	-	-	-	-	-
Metropolitan Services:							
Bus Operators	342,186	369,138	368,053	390,603	400,551	416,095	423,660
Ferry Services	884	903	903	926	949	973	997
Regional Bus Services	16,436	17,320	17,200	17,333	17,753	18,194	18,649
Regional School Bus Services:							
Conveyance Allowance	2,231	4,144	2,251	2,271	2,292	2,312	2,333
School Bus Services	115,386	115,235	116,859	117,849	121,549	114,420	118,796
TOTAL	478,531	506,740	505,266	528,982	543,094	551,994	564,435

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	125,174	76,627	105,607	93,836	94,908	84,408	82,850
Restricted cash	12,625	7,671	8,398	399,885	7,982	5,758	5,758
Holding account receivables	61,125	36,336	61,125	61,125	61,125	61,125	61,125
Receivables	25,006	25,346	25,006	25,006	25,006	25,006	25,006
Other	34,589	29,661	34,589	34,589	34,589	34,589	34,589
Assets held for sale	7,418	2,530	-	-	-	-	-
Total current assets	265,937	178,171	234,725	614,441	223,610	210,886	209,328
NON-CURRENT ASSETS							
Holding account receivables	848,993	812,658	787,868	723,636	662,448	574,074	457,540
Property, plant and equipment	6,445,994	6,024,766	6,591,018	6,854,267	7,262,642	7,790,170	8,564,137
Intangibles	12,857	6,615	13,149	12,369	7,042	9,608	14,402
Restricted cash	2,412	3,744	2,412	2,412	2,412	2,412	2,412
Other	-	5,600	5,600	11,600	-	-	-
Total non-current assets	7,310,256	6,853,383	7,400,047	7,604,284	7,934,544	8,376,264	9,038,491
TOTAL ASSETS	7,576,193	7,031,554	7,634,772	8,218,725	8,158,154	8,587,150	9,247,819
CURRENT LIABILITIES							
Employee provisions	32,416	32,305	32,416	32,416	32,416	32,416	32,416
Payables	4,202	61,236	4,202	4,202	4,202	4,202	4,202
Other	238,995	138,571	234,309	234,209	250,769	291,035	298,403
Total current liabilities	275,613	232,112	270,927	270,827	287,387	327,653	335,021
NON-CURRENT LIABILITIES							
Employee provisions	7,232	6,826	7,232	7,232	7,232	7,232	7,232
Borrowings	1,751,196	1,864,532	1,897,822	2,023,716	2,176,067	2,678,004	3,608,264
Other	193,062	190,585	190,830	186,225	180,759	173,735	168,269
Total non-current liabilities	1,951,490	2,061,943	2,095,884	2,217,173	2,364,058	2,858,971	3,783,765
TOTAL LIABILITIES	2,227,103	2,294,055	2,366,811	2,488,000	2,651,445	3,186,624	4,118,786
EQUITY							
Contributed equity	3,455,654	3,725,478	3,708,421	4,508,276	4,611,196	4,843,407	4,904,091
Accumulated surplus/(deficit)	(724,272)	(993,377)	(1,058,168)	(1,395,259)	(1,722,195)	(2,060,589)	(2,392,766)
Reserves	2,617,708	2,005,398	2,617,708	2,617,708	2,617,708	2,617,708	2,617,708
Total equity	5,349,090	4,737,499	5,267,961	5,730,725	5,506,709	5,400,526	5,129,033
TOTAL LIABILITIES AND EQUITY	7,576,193	7,031,554	7,634,772	8,218,725	8,158,154	8,587,150	9,247,819

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	359	359	359	359	359	359	359
Operating subsidy	736,695	787,128	776,829	806,180	820,473	857,827	927,632
Capital appropriation	94,405	139,661	112,296	576,384	102,664	232,211	60,684
Holding account drawdowns	35,728	61,125	61,125	64,232	61,188	88,374	116,534
Royalties for Regions Fund:							
Regional Community Services Fund	14	14	14	15	15	16	17
Regional Infrastructure and Headworks Fund	3,032	11,974	12,313	6,567	-	-	-
Other.....	58,474	122,739	90,687	162,625	10,453	-	-
Net cash provided by State Government.....	928,707	1,123,000	1,053,623	1,616,362	995,152	1,178,787	1,105,226
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(157,099)	(168,285)	(168,285)	(166,741)	(170,465)	(173,518)	(176,063)
Grants and subsidies.....	(478,140)	(506,741)	(505,267)	(528,983)	(543,095)	(551,994)	(564,435)
Supplies and services	(222,459)	(244,365)	(220,974)	(238,216)	(214,501)	(212,208)	(215,175)
Accommodation	(24,936)	(30,784)	(30,084)	(30,154)	(31,755)	(33,230)	(33,605)
Other payments.....	(210,840)	(212,387)	(241,129)	(241,574)	(287,747)	(342,017)	(439,175)
Receipts							
Regulatory fees and fines.....	3,384	3,940	3,940	3,940	3,940	3,940	3,940
Grants and subsidies.....	20,276	28,717	15,607	23,024	29,557	15,307	15,307
Sale of goods and services.....	204,113	201,808	195,544	203,272	211,075	217,553	224,510
GST receipts.....	108,785	97,537	126,703	121,308	152,192	175,385	212,515
Other receipts	39,516	35,382	43,385	48,157	42,526	42,580	42,615
Net cash from operating activities	(717,400)	(795,178)	(780,560)	(805,967)	(808,273)	(858,202)	(929,566)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(377,983)	(475,054)	(485,427)	(571,745)	(755,724)	(873,954)	(1,116,404)
Proceeds from sale of non-current assets.....	18	430	7,848	749	-	-	-
Net cash from investing activities.....	(377,965)	(474,624)	(477,579)	(570,996)	(755,724)	(873,954)	(1,116,404)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(276,428)	(121,986)	(144,621)	(163,065)	(162,614)	(187,211)	(215,684)
Other payments - Perth Stadium Transport Infrastructure	-	(5,600)	(5,600)	(6,000)	(1,800)	-	-
Proceeds from borrowings.....	403,830	206,659	291,247	288,959	331,625	727,856	1,154,870
Net cash from financing activities.....	127,402	79,073	141,026	119,894	167,211	540,645	939,186
NET INCREASE/(DECREASE) IN CASH HELD	(39,256)	(67,729)	(63,490)	359,293	(401,634)	(12,724)	(1,558)
Cash assets at the beginning of the reporting period	116,024	116,075	140,211	116,417	496,133	105,302	92,578
Net cash transferred to/from other agencies....	63,443	39,696	39,696	20,423	10,803	-	-
Cash assets at the end of the reporting period	140,211	88,042	116,417	496,133	105,302	92,578	91,020

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

Fremantle Port Authority

Part 13 Minister for Agriculture and Food; Transport

Asset Investment Program

The Authority's Asset Investment Program for 2016-17 to 2019-20 totals \$255.3 million. Major approved projects planned or underway include:

Upgrade of Fremantle Inner Harbour Berths

Continuing upgrades to certain berths in the Inner Harbour are planned to accommodate larger vessels and to allow for heavy duty use.

Kwinana Bulk Terminal (KBT) – Infrastructure and Equipment Replacement and Upgrade and Bulk Handling Equipment

The replacement and upgrade of assets at KBT is required to facilitate the ongoing import, export and storage of bulk materials for customers. Additional loading/unloading capacity will also be required to maintain berth utilisation at an acceptable level.

Kwinana Bulk Jetty (KBJ) – Export Import Infrastructure and Bulk Handling Equipment

The projected growth of the export and import of bulk commodities at KBJ requires improved product handling infrastructure and equipment. This investment will improve the utilisation of the Jetty.

Victoria Quay Motor Vehicle Decking

This project will facilitate the Port's ongoing commitment to the imported motor vehicle trade by providing sufficient stacking area to cater for the anticipated growth and the necessity to handle shipments of up to 6,000 vehicles.

Replace Floating Plant

Programs to include replacement of plant to maintain required levels of service to customers.

Fremantle Waterfront Implementation Plan including the Commercial Precinct

The objective of this project is to undertake the works and provide the services associated with the developments and land uses identified in the Fremantle Waterfront Masterplan for the western end of Victoria Quay, and particularly to service the needs of the planned Commercial Precinct. The expenditure is subject to Fremantle Port being able to secure private sector interest in the development of the Commercial Precinct through a planned Expressions of Interest process following completion of planning approvals.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Fremantle Waterfront Project							
Commercial Precinct Access and Services	4,279	1,329	-	-	-	2,950	-
Inner Harbour							
Deepening of the Inner Harbour Stage 1	107,655	97,415	-	2,888	4,009	3,343	-
Overseas Passenger Terminal	5,400	1,234	-	-	1,266	2,900	-
Replacement of Trucks.....	634	284	-	350	-	-	-
Shore Tension Mooring System.....	4,650	3,910	1,899	740	-	-	-
North Quay							
Berth Upgrades - Western Stage.....	79,213	69,522	-	9,691	-	-	-
Environmental Improvement Program.....	4,090	2,990	200	900	-	-	200

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Outer Harbour							
Kwinana Bulk Jetty - Fire Fighting Foam System	4,433	343	-	4,090	-	-	-
Kwinana Bulk Terminal							
Civil and Mechanical Assets Upgrade	4,573	2,235	-	2,338	-	-	-
Dust Control and Roadworks	2,386	1,386	-	1,000	-	-	-
Infrastructure, Equipment Replacement and Upgrade	39,648	10,048	1,535	2,000	4,000	19,000	600
Upgrade Rail Infrastructure and Replacement of Other Plant	601	201	-	100	300	-	-
Plant and Equipment							
Mobile Truck Mounted Capstans	450	200	-	250	-	-	-
Replace Specialised Plant	385	285	-	-	100	-	-
Replacement of Navigational Aids	4,667	1,417	-	500	500	750	750
Rous Head - Seawall Construction and Rous Head							
Extension - Stage 2	52,025	51,453	778	572	-	-	-
Victoria Quay - Fremantle Waterfront Implementation Plan	16,226	3,953	-	700	3,250	2,323	6,000
COMPLETED WORKS							
Fremantle Port - Inner and Outer Harbour							
Upgrade of Electrical Metering System - Stage 2	1,364	1,364	995	-	-	-	-
Inner Harbour							
Administration Office Building - Upgrade of Lifts	1,202	1,202	309	-	-	-	-
Minor Works - 2015-16 Program	1,356	1,356	1,356	-	-	-	-
North Quay							
Upgrade of High Voltage Substations Rous SW1, 8, 9, 11A, 11 and 12	4,754	4,754	1,027	-	-	-	-
Victoria Quay							
Berth E - Upgrade Fendering	11,499	11,499	2,927	-	-	-	-
Proposed New Car Park	315	315	232	-	-	-	-
NEW WORKS							
Fremantle Port - Inner and Outer Harbour							
Security Upgrades Stage 2	5,850	-	-	-	1,950	1,950	1,950
Water Minimisation (Environmental)	3,000	-	-	-	-	1,500	1,500
Inner Harbour							
Provision of Alternative Vehicular Access	1,000	-	-	1,000	-	-	-
Replacement of Mechanical Plant	490	-	-	-	490	-	-
Minor Works							
2016-17 Program	668	-	-	668	-	-	-
2017-18 Program	2,000	-	-	-	2,000	-	-
2018-19 Program	2,000	-	-	-	-	2,000	-
2019-20 Program	2,000	-	-	-	-	-	2,000
North Quay							
Berth - Heavy Duty Pad	7,900	-	-	-	7,900	-	-
Land Acquisitions	20,500	-	-	3,000	12,500	5,000	-
Outer Harbour							
Kwinana Bulk Jetty							
Bulk Handling Plant and Equipment	14,000	-	-	6,000	-	2,000	6,000
Export-Import Infrastructure	39,372	-	-	-	5,227	14,362	19,783
Replace/Upgrade Transformer and Switchgear	3,190	-	-	1,595	1,595	-	-
Truck Loading Facility and Storage Shed Lot 13	14,000	-	-	-	-	8,000	6,000
Kwinana Bulk Terminal							
Bulk Handling Equipment	19,668	-	-	5,842	13,826	-	-
Replacement of Front End Loaders	1,500	-	-	1,500	-	-	-
Plant and Equipment - Replace Floating Plant	14,500	-	-	4,000	7,500	3,000	-
Rous Head - New Rous Head Marina	2,255	-	-	-	-	2,255	-
Transport Interchange Facilities	7,121	-	-	-	3,984	3,137	-
Victoria Quay - Motor Vehicle Decking	15,900	-	-	-	-	5,900	10,000
Total Cost of Asset Investment Program	528,719	268,695	11,258	49,724	70,397	80,370	54,783
FUNDED BY							
Borrowings			3,600	6,465	42,631	54,096	25,060
Internal Funds and Balances			7,608	43,209	27,716	26,224	29,673
Other			50	50	50	50	50
Total Funding			11,258	49,724	70,397	80,370	54,783

Kimberley Ports Authority

Part 13

Minister for Agriculture and Food; Transport

Asset Investment Program

The Authority's 2016-17 Asset Investment Program of \$11.9 million, includes spending of:

- \$10.6 million to finalise the \$24.2 million wharf refurbishment project, works that will restore the structural integrity of the Broome Wharf, facilitating and maintaining capacity to service the needs of the Kimberley region through to 2026; and
- \$1.3 million for minor works.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Major Port Infrastructure - Wharf Extension of Life.....	24,150	13,575	10,575	10,575	-	-	-
COMPLETED WORKS							
Minor Works – 2013-14 to 2015-16 Programs	5,372	5,372	3,587	-	-	-	-
NEW WORKS							
Minor Works							
2016-17 Program	1,292	-	-	1,292	-	-	-
2017-18 Program	1,496	-	-	-	1,496	-	-
2018-19 Program	1,575	-	-	-	-	1,575	-
2019-20 Program	1,402	-	-	-	-	-	1,402
Total Cost of Asset Investment Program.....	35,287	18,947	14,162	11,867	1,496	1,575	1,402
FUNDED BY							
Capital Appropriation			10,575	-	-	-	-
Internal Funds and Balances.....			3,587	11,867	1,496	1,575	1,402
Total Funding.....			14,162	11,867	1,496	1,575	1,402

Mid West Ports Authority

Part 13

Minister for Agriculture and Food; Transport

Asset Investment Program

The Authority's planned 2016-17 Asset Investment Program of \$12.2 million includes:

- \$6.2 million for minor works, which in 2016-17 will be applied to upgrading the Port's services and civil infrastructure, security, environmental systems and equipment replacement;
- \$4 million for comprehensive rehabilitation works to the Berth 3 Extension and Berth 4 Structures. These works will remediate the degradation to elements of the structures to enable continued future use;
- \$0.7 million for the replacement of CV03 and CV04 Gallery Structures. These works will replace the existing structures which have reached the end of their operating life to ensure continued future use of the facility; and
- \$1.4 million for the replacement of Ship Loader 04's Electrical Distribution and Control Systems. These works will achieve a 30 year extension in asset life and ensure compliance with electrical standards.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Comprehensive Rehabilitation Works to Berth 3 Extension and Berth 4 Structures.....	7,906	1,580	1,580	3,950	2,376	-	-
Miscellaneous Works - Additional 2014-15 Program.....	3,719	2,041	2,041	1,678	-	-	-
Replacement of CV03 and CV04 Gallery Structures.....	1,730	1,040	1,040	690	-	-	-
Replacement of Ship Loader 04 Electrical Distribution and Control Systems.....	5,233	3,826	3,280	1,407	-	-	-
COMPLETED WORKS							
Information Technology Software Upgrade.....	2,500	2,500	479	-	-	-	-
Miscellaneous Works							
2014-15 Program.....	2,186	2,186	479	-	-	-	-
2015-16 Program.....	2,012	2,012	2,012	-	-	-	-
Additional 2015-16 Program.....	2,500	2,500	2,500	-	-	-	-
NEW WORKS							
Miscellaneous Works							
2016-17 Program.....	4,512	-	-	4,512	-	-	-
2017-18 Program.....	4,512	-	-	-	4,512	-	-
2018-19 Program.....	5,000	-	-	-	-	5,000	-
2019-20 Program.....	5,000	-	-	-	-	-	5,000
Total Cost of Asset Investment Program.....	46,810	17,685	13,411	12,237	6,888	5,000	5,000
FUNDED BY							
Borrowings.....			5,900	6,047	2,376	-	-
Internal Funds and Balances.....			7,511	6,190	4,512	5,000	5,000
Total Funding.....			13,411	12,237	6,888	5,000	5,000

Pilbara Ports Authority

Part 13

Minister for Agriculture and Food; Transport

Asset Investment Program

The Authority's 2016-17 Asset Investment Program totals \$77.8 million for minor works, construction of the port infrastructure at the Port of Ashburton and capital projects funded by the Port Improvement Rate (PIR) at the Port of Port Hedland.

The Authority has had to delay the development of facilities required to manage and operate the Chevron developed Port of Ashburton as a result of delays being experienced by Chevron. Handover of the shipping channel and navigation aids to the Authority will occur at the end of 2016-17. Earthworks will commence in 2016-17 and will allow future development of multi-user port infrastructure on Port vested land, including an administration building, gatehouse, power facilities and water facilities.

Following the handover of the Port of Ashburton, the Authority will be required to develop and maintain capital infrastructure. A provisional minor works allocation at the Port of Ashburton of \$7 million has been included in 2018-19 to 2019-20, and is subject to further approval. The Minor Works program provides for the development of services at the Port of Ashburton.

The PIR was established to fund critical capital improvement necessary to sustain the long term operation and development of the Port of Port Hedland. The Channel Risk and Optimisation Project (CROP) is the third of the Authority's PIR funded projects. The CROP will mitigate the risks associated with an obstruction in the Port Hedland channel by creating a passing lane. The CROP will also improve trade capacity in Port Hedland through targeted dredging, resulting in an ability to fully realise the existing channel depth, providing additional draft availability to cape-size vessels.

The overall Minor Works program provides for upgrades to safety, information and communications technology, electrical and other equipment and infrastructure. It also provides for the replacement of mobile plant and office equipment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Port of Ashburton							
Port Infrastructure Construction Project	32,291	6,031	5,676	20,105	6,155	-	-
Port of Port Hedland							
Port Improvement Rate							
Channel Marker Replacement Program	40,488	6,552	1,457	24,130	9,806	-	-
Integrated Marine Operations Centre	70,816	3,953	3,185	18,529	34,622	13,712	-
COMPLETED WORKS							
Minor Works							
2015-16 Program	16,784	16,784	16,784	-	-	-	-
Port of Port Hedland							
Infrastructure							
Utah Point Office Building	483	483	114	-	-	-	-
Utah Point Outload Circuit Upgrade	1,130	1,130	888	-	-	-	-
Wharves							
Main Street Jetty - Stage 3	3,983	3,983	2,453	-	-	-	-
NEW WORKS							
Minor Works ^(a)							
2016-17 Program	14,630	-	-	14,630	-	-	-
2017-18 Program	11,605	-	-	-	11,605	-	-
2018-19 Program	14,429	-	-	-	-	14,429	-
2019-20 Program	17,325	-	-	-	-	-	17,325

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Port of Ashburton Provision for Minor Works.....	7,000	-	-	-	-	3,000	4,000
Port of Port Hedland Port Improvement Rate Channel Risk Optimisation Project.....	121,100	-	-	400	15,100	105,600	-
Total Cost of Asset Investment Program.....	352,064	38,916	30,557	77,794	77,288	136,741	21,325
FUNDED BY							
Internal Funds and Balances.....			25,915	34,735	17,760	17,429	21,325
Other (PIR)			4,642	43,059	59,528	119,312	-
Total Funding.....			30,557	77,794	77,288	136,741	21,325

(a) New Minor Works programs reflects the amalgamated ports of Dampier and Port Hedland.

Southern Ports Authority

Part 13

Minister for Agriculture and Food; Transport

Asset Investment Program

The Authority's 2016-17 Asset Investment Program of \$22.6 million includes:

- \$9.3 million for road upgrades at the Port of Esperance;
- \$8.8 million across three ports for the replacement of plant and equipment, improvements to Port infrastructure and other civil works;
- \$3.6 million for the purchase of land; and
- \$1 million for road upgrades at the Port of Bunbury.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Port of Bunbury - Port Road Upgrades	1,950	950	950	1,000	-	-	-
Port of Esperance - Port Road Upgrades	11,200	1,950	1,950	9,250	-	-	-
COMPLETED WORKS							
Port of Albany							
Minor Works - 2015-16 Program.....	827	827	827	-	-	-	-
Motor Vehicle Replacement - 2015-16 Program.....	250	250	250	-	-	-	-
Port of Bunbury							
Minor Works - 2015-16 Program.....	4,091	4,091	4,091	-	-	-	-
Port of Esperance							
Berth Hardstand Upgrades.....	1,300	1,300	1,300	-	-	-	-
Minor Works - 2015-16 Program.....	4,585	4,585	4,585	-	-	-	-
NEW WORKS							
Southern Ports Authority							
Minor Works - 2019-20 Program.....	9,000	-	-	-	-	-	9,000
Port of Albany							
Minor Works							
2016-17 Program.....	1,000	-	-	1,000	-	-	-
2017-18 Program.....	1,000	-	-	-	1,000	-	-
2018-19 Program.....	1,000	-	-	-	-	1,000	-
Port of Bunbury							
Minor Works							
2016-17 Program.....	3,000	-	-	3,000	-	-	-
2017-18 Program.....	3,000	-	-	-	3,000	-	-
2018-19 Program.....	3,000	-	-	-	-	3,000	-
Land - Purchases of Freehold Land.....	3,587	-	-	3,587	-	-	-
Port of Esperance							
Minor Works							
2016-17 Program.....	4,750	-	-	4,750	-	-	-
2017-18 Program.....	4,750	-	-	-	4,750	-	-
2018-19 Program.....	5,000	-	-	-	-	5,000	-
Total Cost of Asset Investment Program.....	63,290	13,953	13,953	22,587	8,750	9,000	9,000
FUNDED BY							
Internal Funds and Balances.....			13,953	22,587	8,750	9,000	9,000
Total Funding.....			13,953	22,587	8,750	9,000	9,000

Part 14
Minister for Local Government; Community Services; Seniors and
Volunteering; Youth

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Local Government and Communities			
	– Delivery of Services.....	99,942	97,836	100,122
	– Capital Appropriation.....	870	870	832
	Total.....	100,812	98,706	100,954
	GRAND TOTAL			
	– Delivery of Services.....	99,942	97,836	100,122
	– Capital Appropriation.....	870	870	832
	Total	100,812	98,706	100,954

Division 68 Local Government and Communities

Part 14 Minister for Local Government; Community Services; Seniors and Volunteering; Youth

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 107 Net amount appropriated to deliver services ^(a)	88,759	99,344	97,238	99,764	101,524	102,693	106,032
Contribution to the Western Australian Family Foundation Trust Account.....	250	250	250	-	-	-	-
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	337	348	348	358	358	358	358
Total appropriations provided to deliver services ^(a)	89,346	99,942	97,836	100,122	101,882	103,051	106,390
CAPITAL							
Item 164 Capital Appropriation.....	-	870	870	832	769	-	-
TOTAL APPROPRIATIONS ^(a)	89,346	100,812	98,706	100,954	102,651	103,051	106,390
EXPENSES							
Total Cost of Services ^(a)	116,899	117,742	113,170	116,958	110,433	107,222	110,283
Net Cost of Services ^{(a) (b)}	111,539	114,836	108,500	114,271	107,862	104,884	107,859
CASH ASSETS ^(c)	20,974	13,157	14,558	8,489	7,777	7,352	7,327

(a) The 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual financial data has been restated for comparability purposes to account for the transfer of Financial Counselling from the Department for Child Protection and Family Support as shown in the reconciliation table after the financial statements.

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Agency Expenditure Review Savings Measures - Salaries, Accommodation, Grants and Operational Funding.....	-	2,240	(4,819)	(4,967)	(5,452)
Building Maintenance and Works Service Fee.....	-	30	30	30	30
Cessation of Beyond Gambling Grants.....	(500)	(500)	(500)	(500)	(500)
Chinese New Year Program.....	-	500	-	-	-
Contribution to the Regional Services Reform Unit	(27)	(28)	(32)	-	-
National Partnership Agreement on the National Quality Agenda for Early Childhood and Care	440	-	-	-	-
National Partnership Agreement on Universal Access to Early Childhood Education.....	66	-	-	-	-
Return of Metropolitan Local Government Reform Funding	(790)	(566)	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(15)	(297)	(574)	(871)
Revision of Depreciation Expense.....	660	649	258	(39)	(205)
Revision to Indexation for Non-Salary Expenses	-	(215)	(497)	(825)	-

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revision to Resources Received Free of Charge	(1,701)	(1,786)	(1,754)	(1,721)	(1,687)
Revisions to Own Source Revenue Estimates	249	268	352	319	405
Royalties for Regions					
Caravan and Camping Grounds Act 1995 Review	95	-	-	-	-
Country Local Government Fund Capacity Building	(116)	358	-	-	-
Regional Workers Incentive Allowance Payments	(21)	-	-	-	-
Seniors Cost of Living Rebate	-	(1,548)	(462)	(1,387)	353
Transfer of Financial Counselling Services - Other Contributions	1,120	1,343	1,397	500	500
Transfer of Financial Counselling Services from Department for Child Protection and Family Support	3,269	4,501	4,657	4,818	4,985

Significant Issues Impacting the Agency

- The Department is progressing a range of measures to strengthen the relationship between State government agencies, local governments, community organisations and the business sector. As a member of the Western Australian Partnership Forum, the Department is supporting a number of place-based collective impact initiatives to improve social outcomes in Western Australian communities. The Department continues to build the capacity of local governments to partner in planning and delivering community development outcomes that respond to particular social challenges and local needs.
- It is important that the Government's investment in community services is both efficient and achieves the maximum social impact. Over \$30 million is directed annually to the community sector in grants and funded community services, in line with the Delivering Community Services in Partnership policy. The Department has streamlined its procurement processes and is continuing to refine its funded services program to ensure consistency with Government priorities, the Department's mandate and community needs.
- As at June 2015, 18% of the State's population was aged 60 years and older, with the proportion expected to grow to 25% by 2050. This trend will increase the demand for services for seniors, and the challenge is for these services, concessions and benefits to be well targeted and sustainable. Support continues to be provided to ensure planning for age-friendly communities, to encourage active participation by seniors in community life, and to prevent elder abuse.
- The number of families with children is projected to grow by 15% between 2011 and 2016. The Department is committed to supporting parents and families across the State. In particular, the Department will play a greater role in ensuring that parenting services are better coordinated and targeted to meet the needs of families in Western Australia. To this end, the Department will establish a Centre for Parenting Excellence. Support is also provided to grandparents who are the primary carers of their grandchildren.
- There is a growing community demand for high standard and consistent early childhood education and care services. The Department's Education and Care Regulatory Unit visits all facilities annually as part of its role to monitor, assess and rate all childcare services against the National Quality Framework. In response to a growing incidence of regulatory breaches, the Department is working with the Family Day Care sector to review regulatory policies and practices and improve overall standards of supervision and care.
- There are almost half a million young people aged 12 to 25 in Western Australia requiring encouragement and support in navigating the transition to adulthood. The Department invests in a range of programs to develop youth leadership, life skills and participation in community life, and supports events and awards that promote and celebrate youth achievement.
- The social, economic and cultural value of volunteering to Western Australia is estimated at \$39 billion per annum, with four out of five Western Australian adults volunteering in some way every year. The Department assists organisations to recruit, screen, train, manage and support volunteers, and to promote and celebrate their contributions to the community in annual awards.
- There are estimated to be more than 320,000 Western Australians providing unpaid care in the community, in response to the needs of growing numbers of seniors, people with disability and children being raised by grandparents. Programs are supported that raise awareness of carers and their rights. A Carers Strategy has been developed, following community consultation that will guide how carers can be best supported in the workplace and wider community.

- Local governments must take a strategic approach to planning for the future of their communities, whilst meeting high standards of governance, performance and accountability. The Department provides training, advice and support across the sector, and uses a risk-based approach to identify those needing targeted intervention and assistance. New auditing arrangements being introduced with the Office of the Auditor General, and a new local government comparative website will facilitate higher levels of performance reporting and public oversight. Legislation and regulations are being developed to support these changing responsibilities.
- The barriers to women's full participation in the workforce continue to be reflected in low levels of representation in senior leadership positions, board membership and science, technology, engineering and maths (STEM) occupations. The gender pay gap in Western Australia is below the national average, and women are achieving lower levels of economic independence at retirement. The Department promotes and supports a range of collaborative initiatives that address these issues.
- Western Australia is home to people from more than 190 countries, speaking over 270 languages and identifying with more than 130 religious groups. With over one third of its population born overseas, the State faces a range of social and economic opportunities and challenges. The impact of overseas conflicts is increasingly posing risks to social cohesion. There is an ongoing need to encourage shared values and develop a sense of belonging across different cultural, linguistic and faith-based communities and greater participation in social, civic and political life.

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.	The Early Education and Care sector met required quality standards.	1. Regulation and Support of the Early Education and Care Sector
	Local governments were capable and well-governed.	2. Regulation and Support of Local Government
	Seniors received concessions and rebates administered by the Department.	3. Payments to Individuals
	Local community services and community building programs met the identified needs of individuals and families.	4. Delivery of Community Services, Grants and Resources
	Western Australia was recognised as a vibrant and effective multicultural society.	5. Promotion and Support of Multiculturalism

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Regulation and Support of the Early Education and Care Sector.....	13,768	15,382	15,796	14,553	14,682	13,564	13,624
2. Regulation and Support of Local Government.....	14,665	16,963	12,394	15,357	12,369	10,244	10,268
3. Payments to Individuals	25,210	26,281	26,129	26,110	29,128	29,630	31,727
4. Delivery of Community Services, Grants and Resources ^(a)	57,706	52,814	52,820	53,906	48,170	47,625	48,479
5. Promotion and Support of Multiculturalism.....	5,550	6,302	6,031	7,032	6,084	6,159	6,185
Total Cost of Services ^(a).....	116,899	117,742	113,170	116,958	110,433	107,222	110,283

(a) The 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual financial data has been restated for comparability purposes to account for the transfer of Financial Counselling from the Department for Child Protection and Family Support as shown in the reconciliation table after the financial statements.

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The Early Education and Care sector met required quality standards:					
Percentage of assessed early childhood education and care services that met or exceeded national standards	63%	67%	63%	76%	1
Outcome: Local governments were capable and well-governed:					
Percentage of local governments that did not have an action taken against them under the Department's compliance framework.....	55%	60%	70%	65%	2
Percentage of local governments with Integrated Planning and Reporting plans reviewed	n/a	75%	75%	75%	3
Outcome: Seniors received concessions and rebates administered by the Department:					
The take-up rate of Seniors Card	90%	94%	93%	94%	
Outcome: Local community services and community building programs met the identified needs of individuals and families:					
Percentage of service users that had their identified needs met.....	96%	96%	96%	96%	
Percentage of community building grants that were acquitted against identified outcomes	86%	85%	90%	90%	
Outcome: Western Australia was recognised as a vibrant and effective multicultural society:					
Percentage of organisations and individuals who report that the Office of Multicultural Interests had a positive impact on the promotion and support of multiculturalism.....	79%	80%	80%	80%	
Percentage of community grants for multicultural organisations that were acquitted against identified outcomes	77%	85%	82%	80%	4

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

Explanation of Significant Movements

(Notes)

1. In 2016-17, Western Australia is anticipating it will have completed initial assessments to all services, allowing transition to revisits. The Department anticipates an increase in the number of services meeting or exceeding national standard during this revisit phase.
2. Fewer local governments had an action taken under the compliance framework in 2015-16 (year to date), leading to an increase in the indicator result. At the time of reporting it is not clear if the increase will be sustained, therefore the target has been increased, but by a lesser amount.
3. A new indicator was developed in 2015, and the result for 2014-15 is not available.
4. The reduction in the acquittal rate in 2016-17 is based on an anticipated implementation period associated with the redesign of a major grants program (the Community Languages Program), during which acquittals may decrease slightly as adjustments occur.

Services and Key Efficiency Indicators

1. Regulation and Support of the Early Education and Care Sector

Regulation and quality assurance of early education and care services against required service standards. This includes development of planning, capacity building and support for early education and care services.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 13,768	\$'000 15,382	\$'000 15,796	\$'000 14,553	1
Less Income	2,033	474	1,092	674	2,3
Net Cost of Service.....	11,735	14,908	14,704	13,879	
Employees (Full Time Equivalents).....	77	79	81	77	
Efficiency Indicators					
Average Cost per Licenced Service for Regulation and Support	\$11,637	\$11,291	\$11,737	\$10,335	4

Explanation of Significant Movements

(Notes)

1. The 2015-16 Budget is greater than the 2014-15 Actual due to an increase in expenditure associated with the Regional Community Child Care Development Fund as the program enters a new phase.
2. The 2015-16 Estimated Actual is greater than the 2015-16 Budget due mainly to increased funding associated with the Early Childhood Education and Care National Partnership agreement.
3. The 2016-17 Budget Target is less than the 2015-16 Estimated Actual due mainly to cessation of the current Early Childhood Education and Care National Partnership agreement.
4. The 2016-17 Budget Target is less than the 2015-16 Estimated Actual due in part to the sector continuing to increase in size and the cessation of the current Early Childhood Education and Care National Partnership agreement.

2. Regulation and Support of Local Government

Supporting local governments' to fulfil their statutory obligations and to improve capability in the sector.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 14,665	\$'000 16,963	\$'000 12,394	\$'000 15,357	1
Less Income	351	244	323	326	
Net Cost of Service.....	14,314	16,719	12,071	15,031	
Employees (Full Time Equivalents).....	71	79	69	67	
Efficiency Indicators					
Average Cost per Local Government for Regulation and Support	\$87,570	\$96,391	\$82,810	\$100,076	1

Explanation of Significant Movements

(Notes)

1. The variations between the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and the 2016-17 Budget Target relate to changes in expenditure associated with Royalties for Regions (RfR) Country Local Government Fund initiatives.

3. Payments to Individuals

Delivery of benefits and concessions administered by the Department, including the Seniors Card.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 25,210	\$'000 26,281	\$'000 26,129	\$'000 26,110	
Less Income	32	63	77	17	
Net Cost of Service.....	25,178	26,218	26,052	26,093	
Employees (Full Time Equivalents).....	15	16	14	14	
Efficiency Indicators					
Average Management Cost per Seniors Card	\$7.09	\$7.12	\$7.06	\$6.58	

4. Delivery of Community Services, Grants and Resources

Development, planning and provision of information, programs and support for Western Australians across community services and local governments.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(a)	\$'000 57,706	\$'000 52,814	\$'000 52,820	\$'000 53,906	
Less Income ^(a)	2,898	2,121	3,148	1,640	1
Net Cost of Service ^(a)	54,808	50,693	49,672	52,266	
Employees (Full Time Equivalents).....	99	106	107	87	2
Efficiency Indicators					
Number of Grants and Service Agreements per Full Time Equivalent (FTE)	52.2	38.1	47.4	49.6	3
Proportion of Administrative and Management Expenditure to Service Delivery Expenditure	6%	9%	8%	8%	

(a) The 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual financial data has been restated for comparability purposes to account for the transfer of Financial Counselling from the Department for Child Protection and Family Support as shown in the reconciliation table after the financial statements.

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual is greater than the 2015-16 Budget due mainly to contributions from other government departments associated with the transfer of Financial Counselling Services, which will reduce in 2016-17.
2. The 2016-17 Budget Target is less than the 2015-16 Estimated Actual due to the implementation of Agency Expenditure Review (AER) Savings Measures.
3. The 2015-16 Estimated Actual is greater than the 2015-16 Budget mainly due to a reduction in forecast FTE used as a basis for the efficiency indicator.

5. Promotion and Support of Multiculturalism

Development and implementation of policies, programs and services that achieve the full potential of multiculturalism.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 5,550	\$'000 6,302	\$'000 6,031	\$'000 7,032	1
Less Income	46	4	30	30	
Net Cost of Service.....	5,504	6,298	6,001	7,002	
Employees (Full Time Equivalents).....	21	22	26	25	
Efficiency Indicators					
Average Cost per Project to Support and Promote Multiculturalism	\$98,680	\$101,315	\$97,623	\$102,432	2
Number of Grants and Service Agreements per FTE.....	24.7	37.1	30.8	28.6	

Explanation of Significant Movements

(Notes)

1. The 2015-16 Budget is greater than the 2014-15 Actual due to staff vacancies and the misallocation of budgeted grant expenditure in the 2015-16 Budget. The 2016-17 Budget Target is greater than the 2015-16 Estimated Actual mainly due to additional grant funding being received in 2016-17.
2. The 2015-16 Estimated Actual and 2016-17 Budget Target is less than the 2015-16 Budget mainly due to fewer grants programs.

Asset Investment Program

The Asset Investment Program (AIP) comprises funding for the ongoing replacement of computers and office equipment and upgrades to the Department's various child care and family centres

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Computer and Office Equipment Replacement 2015-16 Program.....	103	103	103	-	-	-	-
Upgrades to Child Care, Family and Neighbourhood Centres - 2015-16 Program.....	870	870	870	-	-	-	-
NEW WORKS							
Computer and Office Equipment Replacement 2016-17 Program.....	103	-	-	103	-	-	-
2017-18 Program.....	103	-	-	-	103	-	-
2018-19 Program.....	103	-	-	-	-	103	-
2019-20 Program.....	103	-	-	-	-	-	103
Upgrades to Child Care, Family and Neighbourhood Centres							
2016-17 Program.....	832	-	-	832	-	-	-
2017-18 Program.....	769	-	-	-	769	-	-
Total Cost of Asset Investment Program.....	2,986	973	973	935	872	103	103
FUNDED BY							
Capital Appropriation			870	832	769	-	-
Drawdowns from the Holding Account.....			103	103	103	103	103
Total Funding.....			973	935	872	103	103

Financial Statements

Income Statement

Expenses

There is an increase in the Total Cost of Services in the 2016-17 Budget of \$6 million, when compared to the 2015-16 Estimated Actual. This largely reflects additional RfR expenditure in 2016-17 for regional local government capacity building initiatives and increased expenditure associated with the Department's Financial Counselling Services program. It also reflects additional expenditure to implement initiatives associated with the Department's AER Savings Measures.

There is a subsequent reduction in the Total Cost of Services in the 2017-18 Budget of \$6.5 million, when compared to the 2016-17 Budget. This includes a reduction in the Department's expenditure following implementation of the AER Savings Measures, a reduction in CPI indexation funding for non-salaries expenditure and one-off additional grant funding for a Chinese New Year program in 2016-17.

Income

The increase in service appropriations in the 2015-16 Estimated Actuals when compared to the 2015-16 Budget and then through to the 2016-17 Budget is largely due to the funding for financial counselling transferred from the Department for Child Protection and Family Support.

The RfR revenue fluctuates between years depending on project approval and funding associated with those approvals. RfR funding of \$1.5 million in 2016-17 and 2017-18 will continue for the Regional Community Childcare Development Fund and funding of \$5.1 million in 2016-17 and \$2.4 million in 2017-18 will be provided for initiatives associated with the Country Local Government Fund.

The revenue from grants and subsidies decreases by \$1.8 million in 2016-17. This largely reflects a number of one-off contributions received from other government agencies for financial counselling services in 2015-16.

Statement of Financial Position

The reduction in property, plant and equipment largely reflects spending on projects in the approved AIP, offset by depreciation and amortisation. It also reflects the cessation of capitalised maintenance funding from 2018-19 onwards as part of the Department's AER Savings Measures.

The 2016-17 Budget for cash assets decreases by \$6.1 million when compared to the 2015-16 Estimated Actual. This largely reflects drawdown of cash reserves to deliver the Department's AER and Workforce Renewal Savings Measures.

Statement of Cashflows

The Department's net cash holdings in the 2015-16 Budget Estimated Actual shows a drawdown on cash reserves of \$6.4 million. These drawdowns were largely for a return of unspent Social Innovation Grant and Social Enterprise Grant Funds, as well as RfR Country Local Government Fund and Regional Community Service Fund initiatives and payment of the 27th Pay.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	30,544	32,395	31,813	35,436	27,327	27,261	27,587
Grants and subsidies ^(c)	34,731	33,823	30,675	30,560	33,466	30,002	31,742
Supplies and services	34,328	36,908	39,707	42,113	41,424	42,507	43,582
Accommodation	4,712	4,997	4,997	5,247	5,251	4,870	4,870
Depreciation and amortisation	1,879	1,395	2,055	2,132	1,772	1,293	1,127
Other expenses	1,970	1,104	1,736	1,470	1,193	1,289	1,375
TOTAL COST OF SERVICES	108,164	110,622	110,983	116,958	110,433	107,222	110,283
Income							
Sale of goods and services	464	738	630	590	667	627	705
Grants and subsidies	3,509	1,273	3,462	1,637	1,437	1,237	1,237
Other revenue	887	395	453	460	467	474	482
Total Income	4,860	2,406	4,545	2,687	2,571	2,338	2,424
NET COST OF SERVICES	103,304	108,216	106,438	114,271	107,862	104,884	107,859
INCOME FROM STATE GOVERNMENT							
Service appropriations	81,111	93,322	95,774	100,122	101,882	103,051	106,390
Resources received free of charge	1,355	2,953	1,252	1,283	1,315	1,348	1,382
Royalties for Regions Fund:							
Country Local Government Fund	-	4,059	1,714	5,123	2,394	-	-
Regional Community Services Fund	2,284	2,408	1,412	1,557	1,559	60	62
TOTAL INCOME FROM STATE GOVERNMENT	84,750	102,742	100,152	108,085	107,150	104,459	107,834
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(18,554)	(5,474)	(6,286)	(6,186)	(712)	(425)	(25)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 283, 297 and 270 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Aboriginal Early Years.....	15	100	100	50	-	-	-
Beyond Gambling Grants.....	452	460	-	-	-	-	-
Community Gardens.....	205	100	100	100	100	100	100
Community Languages Program.....	1,138	1,058	1,158	1,158	1,158	1,158	1,158
Companion Animal Shelters.....	200	200	200	200	200	200	200
Enhanced Transition to School Project.....	900	300	300	-	-	-	-
Grandcarers Assistance (Respite) Program.....	125	125	125	125	125	-	-
Grandcarers Support Scheme.....	513	710	710	854	960	1,050	1,050
Local Government Scholarship Fund.....	18	29	29	-	-	-	-
Office of Multicultural Interests - Community							
Grants.....	563	786	578	1,060	560	560	560
Other Grants.....	1,909	-	-	-	100	-	-
Regional Local Government Amalgamations...	771	-	-	-	-	-	-
Royalties for Regions							
Country Local Government Fund Capacity							
Building	798	3,632	937	1,546	2,394	-	-
Regional Community Childcare							
Development Fund	919	1,935	1,935	1,500	1,500	-	-
Seniors Cost of Living Rebates	21,001	22,819	22,819	22,708	25,280	25,845	27,585
Seniors Housing Information Service.....	100	100	100	100	-	-	-
Seniors Recreation Council.....	70	70	70	70	-	-	-
Seniors Safety and Security Rebates	1,155	-	-	-	-	-	-
Social Enterprise Fund.....	577	-	-	-	-	-	-
Social Innovation Grants.....	1,648	-	-	-	-	-	-
Volunteering Grants	129	-	30	30	30	30	30
Western Australian Family Foundation Fund ...	205	250	250	-	-	-	-
Women's Grants	83	-	85	85	85	85	85
Youth Grants	1,237	1,149	1,149	974	974	974	974
TOTAL	34,731	33,823	30,675	30,560	33,466	30,002	31,742

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	17,205	7,022	13,565	7,514	6,790	6,353	6,328
Restricted cash	3,769	6,135	993	975	987	999	999
Holding account receivables	103	103	103	103	103	103	103
Receivables	1,066	1,454	1,066	1,066	1,066	1,066	1,066
Other	478	32	478	478	478	478	478
Total current assets	22,621	14,746	16,205	10,136	9,424	8,999	8,974
NON-CURRENT ASSETS							
Holding account receivables	18,812	20,104	20,104	22,133	23,802	24,992	26,016
Property, plant and equipment	39,903	39,521	39,566	39,307	39,164	38,571	37,991
Intangibles	1,344	916	952	569	229	130	130
Other	3,380	4,612	3,027	2,472	2,055	1,557	1,113
Total non-current assets	63,439	65,153	63,649	64,481	65,250	65,250	65,250
TOTAL ASSETS	86,060	79,899	79,854	74,617	74,674	74,249	74,224
CURRENT LIABILITIES							
Employee provisions	6,522	5,893	6,522	6,522	6,522	6,522	6,522
Payables	1,675	242	1,675	1,675	1,675	1,675	1,675
Other	2,193	3,365	1,403	1,520	1,520	1,520	1,520
Total current liabilities	10,390	9,500	9,600	9,717	9,717	9,717	9,717
NON-CURRENT LIABILITIES							
Employee provisions	1,514	1,473	1,514	1,514	1,514	1,514	1,514
Other	10	5	10	10	10	10	10
Total non-current liabilities	1,524	1,478	1,524	1,524	1,524	1,524	1,524
TOTAL LIABILITIES	11,914	10,978	11,124	11,241	11,241	11,241	11,241
EQUITY							
Contributed equity	62,714	63,583	63,584	64,416	65,185	65,185	65,185
Accumulated surplus/(deficit)	(4,055)	(10,298)	(10,341)	(16,527)	(17,239)	(17,664)	(17,689)
Reserves	15,487	15,636	15,487	15,487	15,487	15,487	15,487
Total equity	74,146	68,921	68,730	63,376	63,433	63,008	62,983
TOTAL LIABILITIES AND EQUITY	86,060	79,899	79,854	74,617	74,674	74,249	74,224

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	79,736	91,927	94,379	97,990	100,110	101,758	105,263
Capital appropriation.....	-	870	870	832	769	-	-
Holding account drawdowns.....	103	103	103	103	103	103	103
Royalties for Regions Fund:							
Country Local Government Fund	-	4,059	1,714	5,123	2,394	-	-
Regional Community Services Fund	2,284	2,408	1,412	1,557	1,559	60	62
Net cash provided by State Government.....	82,123	99,367	98,478	105,605	104,935	101,921	105,428
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(29,582)	(33,323)	(32,554)	(35,300)	(27,308)	(27,242)	(27,568)
Grants and subsidies.....	(36,604)	(33,823)	(30,675)	(30,560)	(33,466)	(30,002)	(31,742)
Supplies and services	(33,423)	(33,825)	(38,325)	(40,681)	(39,960)	(41,010)	(42,051)
Accommodation	(4,712)	(4,993)	(4,993)	(5,243)	(5,247)	(4,866)	(4,866)
Other payments.....	(6,924)	(5,629)	(6,261)	(5,984)	(5,707)	(5,803)	(5,889)
Receipts ^(b)							
Grants and subsidies.....	3,509	1,273	3,462	1,637	1,437	1,237	1,237
Sale of goods and services.....	706	738	630	590	667	627	705
GST receipts.....	5,364	4,342	4,342	4,342	4,342	4,342	4,342
Other receipts	887	395	453	460	467	474	482
Net cash from operating activities	(100,779)	(104,845)	(103,921)	(110,739)	(104,775)	(102,243)	(105,350)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(912)	(973)	(973)	(935)	(872)	(103)	(103)
Net cash from investing activities.....	(912)	(973)	(973)	(935)	(872)	(103)	(103)
NET INCREASE/(DECREASE) IN CASH HELD	(19,568)	(6,451)	(6,416)	(6,069)	(712)	(425)	(25)
Cash assets at the beginning of the reporting period	40,682	19,608	20,974	14,558	8,489	7,777	7,352
Net cash transferred to/from other agencies.....	(140)	-	-	-	-	-	-
Cash assets at the end of the reporting period	20,974	13,157	14,558	8,489	7,777	7,352	7,327

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Grants and Contributions.....	1,817	473	1,032	557	557	557	557
Other Grants and Contributions	1,692	800	2,430	1,080	880	680	680
Sale of Goods and Services							
Regulatory Fees and Services Rendered.....	464	738	630	590	667	627	705
Other Sales of Goods and Services.....	242	-	-	-	-	-	-
GST Receipts							
GST Input Credits	417	61	61	61	61	61	61
GST Receipts on Sales	4,947	4,281	4,281	4,281	4,281	4,281	4,281
Other Receipts							
Other Receipts	887	395	453	460	467	474	482
TOTAL	10,466	6,748	8,887	7,029	6,913	6,680	6,766

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

**RECONCILIATION RELATING TO MAJOR FUNCTIONAL TRANSFERS
AND ACCOUNTING POLICY CHANGES**

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement	108,164	110,622	110,983	116,958	110,433	107,222	110,283
Transfer of Financial Counselling to the Department of Local Government and Communities ^(a)	8,735	7,120	2,187	-	-	-	-
Adjusted Total Cost of Services	116,899	117,742	113,170	116,958	110,433	107,222	110,283
APPROPRIATIONS							
Service Appropriations as per Income Statement	81,111	93,322	95,774	100,122	101,882	103,051	106,390
Transfer of Financial Counselling to the Department of Local Government and Communities ^(a)	8,235	6,620	2,062	-	-	-	-
Adjusted Total Appropriations Provided to Deliver Services	89,346	99,942	97,836	100,122	101,882	103,051	106,390

(a) The difference between the expense and appropriation transferred relates to funding provided by the Department of Commerce.

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Revenue - Other.....	1,654	-	-	-	-	-	-
TOTAL ADMINISTERED INCOME	1,654	-	-	-	-	-	-
EXPENSES							
Other							
Payments to the Consolidated Account.....	-	-	1,981	-	-	-	-
TOTAL ADMINISTERED EXPENSES	-	-	1,981	-	-	-	-

Agency Special Purpose Account Details

WESTERN AUSTRALIAN FAMILY FOUNDATION SPECIAL PURPOSE ACCOUNT ^(a)

Account Purpose: The purpose of the Account is to hold funds for development, implementation and administration initiatives and activities regarding the family and community.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	259	259	303	303
Receipts:				
Appropriations.....	250	250	250	-
	509	509	553	303
Payments	206	250	250	-
CLOSING BALANCE	303	259	303	303

(a) The Western Australian Family Foundation will cease from 2016-17.

LOCAL GOVERNMENT SCHOLARSHIP ACCOUNT ^(a)

Account Purpose: To hold funds for the purpose of awarding scholarships to local government officers for attendance at managerial study courses.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	1	-	8	8
Receipts:				
Appropriations.....	25	29	29	-
	26	29	37	
Payments	18	29	29	-
CLOSING BALANCE	8	-	8	8

(a) The Local Government Scholarship Program will cease from 2016-17.

Metropolitan Cemeteries Board

Part 14 Minister for Local Government; Community Services; Seniors and Volunteering; Youth

Asset Investment Program

The Asset Investment Program (AIP) supports the strategic direction of the Board and its long term viability. In 2016-17 the AIP totals \$6.3 million and will provide for the development and ongoing maintenance of all metropolitan cemeteries in line with community demands and expectations.

The AIP will also provide improved access to the state's metropolitan cemeteries including its amenities and the provision of related services on a fair basis for the benefit of the community, industry and government. Projects include the Annual Cemetery Renewal Program, major building upgrade of the Rockingham Regional Memorial Park and the continued planning work for the Karrakatta Stage 7 Mausoleum project.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Building and Infrastructure - 2015-16 Program	8,661	8,661	8,661	-	-	-	-
Burials, Entombments and Memorials - 2015-16 Program.....	1,352	1,352	1,352	-	-	-	-
Cremators - 2015-16 Program.....	1,404	1,404	1,404	-	-	-	-
Fleet, Plant and Equipment - 2015-16 Program.....	2,268	2,268	2,268	-	-	-	-
NEW WORKS							
Building and Infrastructure							
2016-17 Program	2,468	-	-	2,468	-	-	-
2017-18 Program	2,211	-	-	-	2,211	-	-
2018-19 Program	1,084	-	-	-	-	1,084	-
2019-20 Program	2,275	-	-	-	-	-	2,275
Burials, Entombments and Memorials							
2016-17 Program	954	-	-	954	-	-	-
2017-18 Program	3,803	-	-	-	3,803	-	-
2018-19 Program	4,830	-	-	-	-	4,830	-
2019-20 Program	1,670	-	-	-	-	-	1,670
Cremators							
2016-17 Program	973	-	-	973	-	-	-
2017-18 Program	227	-	-	-	227	-	-
2018-19 Program	294	-	-	-	-	294	-
2019-20 Program	1,060	-	-	-	-	-	1,060
Fleet, Plant and Equipment							
2016-17 Program	1,890	-	-	1,890	-	-	-
2017-18 Program	1,291	-	-	-	1,291	-	-
2018-19 Program	1,112	-	-	-	-	1,112	-
2019-20 Program	985	-	-	-	-	-	985
Total Cost of Asset Investment Program.....	40,812	13,685	13,685	6,285	7,532	7,320	5,990
FUNDED BY							
Internal Funds and Balances.....			13,685	6,285	7,532	7,320	5,990
Total Funding			13,685	6,285	7,532	7,320	5,990

Part 15

Minister for Housing; Racing and Gaming

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Housing Authority			
	– Delivery of Services.....	92,462	92,221	68,604
	– Capital Appropriation.....	64,370	64,370	-
	Total.....	156,832	156,591	68,604
	Racing, Gaming and Liquor			
	– Delivery of Services.....	5,562	5,562	5,541
	– Administered Grants, Subsidies and Other Transfer Payments ...	71,602	55,201	54,670
	Total.....	77,164	60,763	60,211
	GRAND TOTAL			
	– Delivery of Services.....	98,024	97,783	74,145
	– Administered Grants, Subsidies and Other Transfer Payments ...	71,602	55,201	54,670
	– Capital Appropriation.....	64,370	64,370	-
	Total	233,996	217,354	128,815

Division 69 Housing Authority

Part 15 Minister for Housing; Racing and Gaming

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 108 Net amount appropriated to deliver services	74,583	92,462	92,221	68,604	18,999	16,943	16,908
Total appropriations provided to deliver services.....	74,583	92,462	92,221	68,604	18,999	16,943	16,908
CAPITAL							
Capital Appropriation	3,360	64,370	64,370	-	-	-	-
TOTAL APPROPRIATIONS	77,943	156,832	156,591	68,604	18,999	16,943	16,908
EXPENSES							
Total Cost of Services.....	1,415,494	1,806,805	1,741,936	1,635,212	1,576,176	1,495,504	1,454,533
Net Cost of Services ^(a)	117,302	117,485	242,699	53,179	66,883	14,943	34,368
CASH ASSETS ^(b)	224,641	458,822	316,467	293,202	339,394	221,144	273,072

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Government Regional Officer Housing Lease Expenditure	34	12,034	15,003	12,591	-
Municipal and Essential Services for Remote Aboriginal Communities	-	25,630	-	-	-
Non-Government Human Services Sector Indexation Adjustment.....	(214)	(412)	-	-	-
RiskCover Premium Revised Forecast	(563)	126	508	436	239
South West Native Title State Implementation	-	1,100	-	-	-

Significant Issues Impacting the Agency

Western Australia is currently transitioning from a period of historic growth and expansion to a period of moderate growth. As conditions in the Western Australian economy moderate, there has been an incremental improvement in housing affordability. However, for Western Australians on low to moderate incomes, housing affordability remains challenging, with median house prices in Perth still \$535,000, while lower quartile house prices are \$430,000 and median weekly rents are \$400. The most vulnerable in our community continue to struggle to afford housing without being in housing stress. This is contributing to ongoing demand for social housing, which has resulted in an overall social housing waitlist of 18,410, and a priority waitlist of 2,365.

- To complement the broader initiatives of the Affordable Housing Strategy 2010-2020: Opening Doors to Affordable Housing (the Affordable Housing Strategy), a new Social Housing Investment Package (the Package) was announced as part of the 2015-16 Budget. The Package is on target to deliver an additional 1,000 social housing dwellings and halve the number of seniors and families with children who are on the priority waitlist for social housing by 30 June 2017. The \$564 million package will utilise \$65 million of the Authority's land, along with \$463 million of land and housing development expenditure and \$36 million in operating costs.
- The Package estimates to deliver up to 1,500 homes that will be achieved through a multi-faceted procurement approach which takes advantage of market conditions and optimises value for money. This includes an additional 1,000 social homes and making available additional general housing supply to the market. While delivery will focus mainly on constructing new homes, the construction program will be augmented by spot purchasing or pre-purchasing in locations with competitive pricing, leasing private rental stock, and the targeted renewal and redevelopment of existing public housing sites.
- Consistent with the Government's Affordable Housing Strategy, an important reform in the 2016-17 Budget is the continuing move towards a standard rent for public housing of 25% of gross household income. Rent for all new tenants is set at the standard 25% rate. The rent for existing tenants will be adjusted incrementally, limited to a maximum rent increase of \$6 per week per household in 2016-17, as a result of this change. This will result in additional revenue and expenditure of \$13 million over the forward estimates from 2016-17 to 2019-20 that will be reinvested in social housing programs and follows on from the \$12 rental increase implemented as part of the 2015-16 Budget.
- Through the Government's successful Affordable Housing Strategy, the Authority continues to respond to increasing demand across the housing continuum, largely by leveraging its roles and assets to create more options for people on low to moderate incomes. The Authority's innovative and collaborative partnerships with the Government, private and not-for-profit sectors have successfully delivered more than 22,000 homes as at January 2016, ranging from transitional homes for Aboriginal families in the Kimberley, to transport aligned apartments for purchase by key workers, to discounted private rentals, and social housing opportunities for very low income citizens. This additional supply and diversity of affordable homes helps respond to the varying needs of different households and takes pressure off the social housing system.
- The SharedStart Shared Equity Home Loan initiative (SharedStart) will be continued in 2016-17 and across the forward estimates. SharedStart loans are linked to a construction expression of interest process which, subject to favourable market conditions, enables the Authority to procure newly built homes in bulk from the market at discounted prices. The discount gained becomes the Authority's equity share in the properties. Since 2011, SharedStart has assisted 1,168 lower income households to purchase an entry level home via Authority co-ownership and a Keystart home loan. It has also created approximately \$100 million in assets for the State in the form of equity in co-owned properties.
- SharedStart is part of a broader Affordable Housing Strategy supply initiative which has financed and delivered 2,363 entry level properties into the market since 2011, of these 1,168 have been purchased by lower income households under the SharedStart Shared Equity Initiative with an average price well below the lowest quartile house price for Perth. Although expenditure was adjusted down by \$50 million in 2015-16 due to record high building activity, the program will continue in 2016-17 and commence more than 600 homes.
- The National Rental Affordability Scheme (NRAS) is a Commonwealth Government initiative and an important part of the Affordable Housing Strategy. With State funding support, it has been successful in helping low to moderate income earners access discounted private rental properties, with more than 3,200 NRAS dwellings delivered to date in Western Australia. It is estimated that the final number of NRAS dwellings delivered by 30 June 2016 will be approximately 3,500.

- The State Government will continue the Royalties for Regions (RfR) Housing for Workers program to provide homes for key workers in regional Western Australia in areas where housing markets are experiencing critical shortages in affordable and appropriate housing. To date, \$244.8 million has been approved for 11 projects in various locations across the Pilbara, Kimberley, Gascoyne, Peel and Wheatbelt. These projects are expected to provide 702 housing opportunities for regional key workers, with 524 units delivered to date and the remainder scheduled to be delivered by 2017-18. Projects have ranged from individual houses to key worker villages, providing homes for employees of local businesses, not-for-profit sector organisations, government and the wider community.
- In 2016-17, the Authority, through its land development activities, intends to produce 1,901 housing lots including 1,452 lots developed with joint venture partners. The Authority's role in land development remains clearly targeted at the bottom end of the market with at least 70% of lots to be sold below the median price and at least 30% in the lower quartile of the market. By actively participating in the State's residential land market, the Authority and its partners help to ensure a steady supply of affordable lots to the market, as well as land for the Government's social and affordable housing initiatives.
- In support of the implementation of its Disruptive Behaviour Management Policy, for the small proportion of public housing tenants who have difficulties managing their tenancies, the Government invested \$12 million over four years from 2012-13 to 2015-16. The funding has enabled 35 additional specialised staff members to be employed in metropolitan and regional areas. The officers manage and investigate tenancy complaints from the public and ensure public housing tenants who engage in disruptive behaviour are held accountable for their behaviour. The success of the policy is evidenced by the reduction in the number of strikes issued between the first and subsequent strikes and the program will continue from 2016-17 onwards.

As part of its commitment to supporting outcomes for people in remote communities, the Government has also committed to a range of initiatives that will benefit Aboriginal Western Australians.

- The Authority received RfR funding of \$33 million over three years, from 2014-15, for the West Kimberley Transitional Housing program. This initiative will deliver up to 60 new houses in Broome (40) and Derby (20) to facilitate the transition of selected Aboriginal tenants from public housing to independent housing options. The transitional housing project is a joint venture between the Kimberley Development Commission and the Authority. To date, 39 properties have been completed, with the remainder expected to be completed by the end of the 2016-17 financial year.
- The Authority, through the Government's Remote Area Essential Services Program (RAESP) maintains essential services infrastructure in specified remote communities throughout the State. The provision of essential services presents significant challenges in small, isolated locations, as does the continuing withdrawal of Commonwealth funding for capital upgrades and replacement of ageing infrastructure. The Authority will receive \$30 million in 2016-17 to continue the provision of water, wastewater and power maintenance services under RAESP.
- Following the Commonwealth Government's withdrawal from key areas of service delivery, which took effect from 1 July 2015, the State Government has taken over responsibility for Municipal and Essential Services delivery from the Commonwealth. In 2016-17, \$25.63 million will be spent on key services that will include power, water, sewerage and other services that would generally be provided by local governments in remote locations. This funding will maintain existing services to remote Aboriginal communities following the withdrawal of Commonwealth funding.
- The Authority continues to exceed its National Partnership Agreement on Remote Indigenous Housing (NPARIH) asset investment targets and is on track to deliver against current commitments. As at March 2016, under the 2014 to 2016 NPARIH Asset Investment Program the Authority has commenced the construction of 216 dwellings and completed 192. A further 273 refurbishments have commenced and 242 have been completed. The Authority is on track to complete the 2014 to 2016 program and reach its target of 216 completions and 273 refurbishments.

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.	Housing eligible Western Australians.	1. Rental Housing 2. Home Loans 3. Land and Housing Supply 4. Government Regional Officers' Housing

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Rental Housing	763,241	880,854	974,914	838,817	747,503	653,987	644,296
2. Home Loans	130,396	163,797	123,619	124,448	137,412	163,509	182,107
3. Land and Housing Supply	339,662	578,367	465,695	487,786	504,895	491,656	447,996
4. Government Regional Officers' Housing	182,195	183,787	177,708	184,161	186,366	186,352	180,134
Total Cost of Services	1,415,494	1,806,805	1,741,936	1,635,212	1,576,176	1,495,504	1,454,533

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Housing eligible Western Australians:					
The extent to which the Housing Authority is responsive to the housing needs of eligible Western Australians (total housing assistances relative to the public rental waiting list).....	0.85	0.81	0.80	0.95	1
Waiting times for accommodation - applicants housed:					
Average	158 weeks	148 weeks	150 weeks	145 weeks	
Median.....	125 weeks	115 weeks	117 weeks	113 weeks	
The extent to which the Government Regional Officers' Housing is responsive to the provision of housing to meet the needs of eligible Western Australian Government employees (total demand relative to current supply)	97%	95%	95%	95%	

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

Explanation of Significant Movements

(Notes)

- The 2016-17 Budget Target is higher than the 2015-16 Estimated Actual and the 2015-16 Budget reflecting a greater number of assistances relative to expressed unmet demand. The variances are due to an anticipated reduction in the public housing waiting list (as at June 2016), combined with an increase in housing assistances provided through the Bond Assistance Loan Scheme due to reducing rental costs and increasing vacancy rates in the private rental market, and higher occupations into public housing as a result of the Social Housing Investment Package.

Services and Key Efficiency Indicators**1. Rental Housing**

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	763,241	880,854	974,914	838,817	
Less Income	442,305	484,854	553,952	511,473	
Net Cost of Service.....	320,936	396,000	420,962	327,344	1
Efficiency Indicators					
Operating Cost per Rental Property.....	\$14,750	\$15,619	\$16,675	\$16,261	

Explanation of Significant Movements

(Notes)

- The 2016-17 Budget Target for the Net Cost of Service is lower than the 2015-16 Estimated Actual due to the expected transfer of assets to the community housing sector in 2015-16.

The 2015-16 Budget for the Net Cost of Service is greater than the 2014-15 Actual mainly due to the majority of the 2014-16 National Partnership Agreement on Remote Indigenous Housing (NPARIH) expenditure occurring in 2015-16. Also, maintenance expenditure in 2014-15 was lower primarily due to higher recovery of tenant liability following enhanced identification and recording.

2. Home Loans

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	130,396	163,797	123,619	124,448	
Less Income	183,298	219,968	179,742	225,069	
Net Cost of Service	(52,902)	(56,171)	(56,123)	(100,621)	1
Efficiency Indicators					
Operating Cost per Current Loan Account ^(a)	\$1,996	\$2,002	\$2,214	\$2,299	2

(a) This key efficiency indicator includes consolidated Keystart and Housing Authority costs.

Explanation of Significant Movements

(Notes)

1. The 2016-17 Budget Target for the Net Cost of Service is lower than the 2015-16 Estimated Actual due to an additional Keystart dividend payment towards the Social Housing Investment Package. This initiative will deliver 1,000 additional social housing dwellings and halve the number of seniors and families with children who are on the priority waitlist for social housing by 30 June 2017.
2. The 2015-16 Estimated Actual and the 2016-17 Budget Target are higher than the 2015-16 Budget. This is due to an anticipated lower number of active loans caused by a reduction in Keystart's approved borrowing limit and a higher number of loan discharges, together with increased costs associated with a strategic program to reduce reliance on state borrowings.

3. Land and Housing Supply

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	339,662	578,367	465,695	487,786	
Less Income	445,178	739,170	572,153	641,969	
Net Cost of Service	(105,516)	(160,803)	(106,458)	(154,183)	1
Efficiency Indicators					
Operating Cost per Lot Developed	\$17,268	\$19,014	\$20,158	\$21,937	2
Operating Cost per Property Sold.....	\$22,025	\$19,422	\$24,001	\$23,645	3

Explanation of Significant Movements

(Notes)

1. The 2016-17 Budget Target for the Net Cost of Service is lower than the 2015-16 Estimated Actual primarily due to commercially structuring some land projects to raise capital upfront as well as restructuring some land projects into partnerships to align with the Authority's successful joint ventures delivery model.

The 2015-16 Estimated Actual for the Net Cost of Service is higher than the 2015-16 Budget, mostly due to timing issues in Affordable Housing Strategy sales as a result of falling metropolitan prices and increased construction timeframes from 2014-15 that has delayed practical completion of properties.

The 2015-16 Budget for the Net Cost of Service is lower than the 2014-15 Actual mostly due to the majority of sales for the Public Housing Stock Redevelopment program being budgeted to occur in 2015-16.
2. The 2016-17 Budget Target is higher than the 2015-16 Budget due to anticipated lower lot production levels in 2016-17.
3. The 2016-17 Budget Target and the 2015-16 Estimated Actual are higher than the 2015-16 Budget. This is due to higher costs associated with increased Western Australian Treasury Corporation borrowings to fund the Authority's housing construction activities, including the Social Housing Investment Package, together with a reduced number of forecast sales.

4. Government Regional Officers' Housing

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	182,195	183,787	177,708	184,161	
Less Income	227,411	245,328	193,390	203,522	
Net Cost of Service	(45,216)	(61,541)	(15,682)	(19,361)	1
Efficiency Indicators					
Operating Cost per Property.....	\$30,771	\$32,557	\$30,287	\$31,843	

Explanation of Significant Movements

(Notes)

- The 2016-17 Budget Target for the Net Cost of Service is lower than the 2015-16 Estimated Actual primarily due to a decrease in refurbishments resulting mainly from expected completion of the RfR Government Regional Officers' Housing (GROH) Boost program in 2015-16.

The 2015-16 Estimated Actual for the Net Cost of Service is higher than the 2015-16 Budget primarily due to a decrease in GROH rental income mostly as a result of the general market decline leading to a decrease in the number of houses required by renting agencies and a decline in rental rates particularly in the Pilbara region.

The Net Cost of Service is lower in the 2015-16 Budget compared to the 2014-15 Actual mostly as a result of increased profit from property sales in 2015-16.

Asset Investment Program

The Authority's Asset Investment Program for 2016-17 is approximately \$602 million. Significant programs in 2016-17 include:

- \$298.1 million to continue the implementation of the Social Housing Investment Package. This \$564 million initiative (that includes \$405.2 million capital expenditure) will deliver 1,000 additional social housing dwellings and halve the number of seniors and families with children who are on the priority waitlist for social housing by 30 June 2017;
- the development of 1,901 housing lots including 1,452 lots developed with Joint Venture partners. Significant land development will support affordable, public and community housing throughout metropolitan and regional areas;
- \$29.7 million to secure a range of entry level properties across the State for low to moderate income earners, through the Public Housing Stock Redevelopment program and SharedStart Shared Equity Home Loan Initiative;
- the continuation of the RfR Housing for Workers program to provide affordable, available and appropriate housing for key workers in regional Western Australia including 11 projects across Pilbara, Kimberley, Gascoyne, Peel and Wheatbelt to provide 702 housing opportunities for regional key workers to be delivered by 2017-18; and
- the acquisition of suitable land to meet land supply for current and future government housing programs, and to maintain a stream of affordable land supply for homebuyers.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Computer Hardware and Software Program.....	15,396	15,396	15,396	-	-	-	-
Construction and Purchase of Houses Program	45,362	45,362	45,362	-	-	-	-
A Place to Call Home - Commonwealth Election							
Commitment - Homelessness Capital.....	1,015	1,015	1,015	-	-	-	-
Crisis Accommodation Program	12,940	12,940	12,940	-	-	-	-
Royalties for Regions							
West Kimberley Transitional Housing Program.....	8,414	8,414	8,414	-	-	-	-
Indigenous Visitor Hostels	250	250	250	-	-	-	-
Housing for Workers Program.....	17,021	17,021	17,021	-	-	-	-
Government Regional Officers Housing Boost	5,217	5,217	5,217	-	-	-	-
Broome Aboriginal Short Stay Accommodation Facility.....	5,115	5,115	5,115	-	-	-	-
Social Housing							
Disability Services Program.....	4,264	4,264	4,264	-	-	-	-
Mental Health Care Units Program	846	846	846	-	-	-	-
Mental Health Commission Program	2,529	2,529	2,529	-	-	-	-
Investment Package.....	69,142	69,142	69,142	-	-	-	-
Construction and Purchase of Government Regional							
Officers Housing (GROH) Program.....	21,298	21,298	21,298	-	-	-	-
Land							
Acquisition Program	40,000	40,000	40,000	-	-	-	-
GROH Acquisition Program.....	80	80	80	-	-	-	-
Development Program.....	119,667	119,667	119,667	-	-	-	-
Estate Improvement Land Redevelopment Program.....	8,319	8,319	8,319	-	-	-	-
Holding Costs Program	484	484	484	-	-	-	-
Redevelopment Program.....	5,946	5,946	5,946	-	-	-	-
Loans to Homebuyers							
Goodstart Shared Equity Program.....	10,000	10,000	10,000	-	-	-	-
Affordable Housing and Public Housing Stock							
Redevelopment Shared Equity Program	30,608	30,608	30,608	-	-	-	-
Minor Works Program	100	100	100	-	-	-	-
Offices and Shops Program	3,174	3,174	3,174	-	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
NEW WORKS							
Community Housing Program	4,139	-	-	-	2,068	2,071	-
Computer Hardware and Software Program	21,729	-	-	8,932	4,150	4,265	4,382
Construction and Purchase of Houses Program	98,740	-	-	2,810	41,147	51,283	3,500
Crisis Accommodation Program	36,653	-	-	8,174	11,415	5,780	11,284
Royalties for Regions							
West Kimberley Transitional Housing Program.....	5,881	-	-	5,881	-	-	-
Housing for Workers Program.....	45,722	-	-	20,178	22,185	3,359	-
Broome Aboriginal Short Stay Accommodation Facility.....	16,000	-	-	11,000	5,000	-	-
Service Workers Program.....	13,170	-	-	-	-	13,170	-
Social Housing							
Disability Services Program	2,534	-	-	2,534	-	-	-
Investment Package	336,020	-	-	298,125	18,995	18,900	-
Construction and Purchase of GROH Program.....	63,298	-	-	20,404	6,446	6,448	30,000
Land							
Acquisition Program	209,474	-	-	49,474	60,000	60,000	40,000
Development Program.....	466,786	-	-	111,072	119,804	131,084	104,826
Estate Improvement Land Redevelopment Program.....	30,895	-	-	5,613	1,927	13,064	10,291
Holding Costs Program	2,086	-	-	499	513	529	545
Redevelopment Program.....	15,369	-	-	7,987	5,600	1,055	727
Loans to Homebuyers							
Goodstart Shared Equity Program.....	50,000	-	-	11,000	12,000	13,000	14,000
Affordable Housing and Public Housing Stock							
Redevelopment Shared Equity Program	78,310	-	-	29,673	15,634	17,623	15,380
Minor Works Program	1,200	-	-	300	300	300	300
Offices and Shops Program	17,402	-	-	8,233	5,762	1,768	1,639
Total Cost of Asset Investment Program.....	1,942,595	427,187	427,187	601,889	332,946	343,699	236,874
FUNDED BY							
Asset Sales.....			445,509	444,380	391,983	458,332	379,759
Borrowings.....			-	125,000	-	-	-
Internal Funds and Balances.....			(82,554)	(48,106)	(118,007)	(144,703)	(147,603)
Other			23,092	24,403	6,417	4,746	4,718
Drawdowns from Royalties for Regions Fund ^(a)			41,140	56,212	52,553	25,324	-
Total Funding.....			427,187	601,889	332,946	343,699	236,874

(a) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

Total Cost of Services is projected to decrease by \$106.7 million (6.1%) in 2016-17 compared to the 2015-16 Estimated Actual. The forecast decrease in expenses is primarily the combined effect of:

- \$132.8 million decrease in transfers of housing assets to the community housing sector in 2016-17 due to the bulk of the asset transfers planned to occur in 2015-16;
- \$5.6 million increase in finance costs mostly relating to the Social Housing Investment Package. This initiative will deliver 1,000 additional social housing dwellings and halve the number of seniors and families with children who are on the priority waitlist for social housing by 30 June 2017; and
- \$7.8 million increase in cost of land sold consistent with increased land sale projections in 2016-17.

Income

Total income is forecast to increase by \$82.8 million (5.5%) in the 2016-17 Budget Estimate compared to the 2015-16 Estimated Actual and is mainly the combined effect of:

- \$68.4 million increase in sale of goods mostly as a result of commercially structuring some land projects that raises capital upfront as well as restructuring some land projects into partnerships to align with the Authority's successful joint ventures delivery model;
- \$48.1 million increase in the Keystart dividend towards the Social Housing Investment Package; and
- \$53.7 million decrease in grants and subsidies to the Authority mostly under the Commonwealth Remote Indigenous Housing National Partnership Agreement.

Statement of Financial Position

The Authority's total assets are projected to decrease by \$34.1 million (0.2%) compared to the 2015-16 Estimated Actual. The movement is primarily attributed to a decrease in restricted cash relating to funds being disbursed in 2016-17 for essential and municipal services for remote Aboriginal communities in Western Australia.

Statement of Cashflows

The 2016-17 net cash holdings for the Authority is forecast to be \$293.2 million, which is a decrease of \$23.3 million (7.4%) compared to the 2015-16 Estimated Actual of \$316.5 million. The forecast decrease is primarily the net effect of:

- \$64.4 million decrease in capital appropriation mostly as a result of the final payment of Commonwealth funding for Municipal and Essential Services being transferred to the Authority into a special purpose account in 2015-16;
- \$218 million increase in purchase of non-current assets mostly due to the bulk of activity for the Social Housing Investment Package planned to occur in 2016-17;
- \$137.6 million increase in net cash from financing activities in 2016-17 mainly resulting from an increase in the Authority's borrowings for the delivery of the Social Housing Investment Package;
- \$48.1 million increase in the Keystart dividend towards the Social Housing Investment Package;
- \$50.3 million decrease in supplies and services is mostly due to the majority of land acquisition for the Social Housing Investment Package occurring in 2015-16; and
- \$14.9 million increase in Royalties for Regions funding mainly attributed to the Housing for Workers program.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits.....	146,328	135,760	144,201	143,948	144,483	149,334	149,626
Grants and subsidies ^(b)	3,124	1,113	1,513	2,411	1,149	725	754
Supplies and services ^(c)	460,117	723,169	576,568	583,845	532,178	412,516	339,898
Accommodation	146,827	187,231	180,228	180,530	183,099	186,692	179,537
Depreciation and amortisation	145,289	137,753	143,480	143,928	144,390	144,866	145,356
Finance costs.....	156,209	184,280	148,964	154,540	163,274	185,504	197,075
Cost of land sold	109,259	191,762	197,115	204,923	198,898	227,724	237,370
Net assets transferred out	31,396	34,830	132,823	-	-	-	13,382
Other expenses.....	216,945	210,907	217,044	221,087	208,705	188,143	191,535
TOTAL COST OF SERVICES	1,415,494	1,806,805	1,741,936	1,635,212	1,576,176	1,495,504	1,454,533
Income							
Sale of goods and services ^(d)	430,907	720,984	570,335	638,746	633,269	651,582	559,992
Grants and subsidies.....	212,250	250,291	310,490	256,776	212,351	130,750	140,239
Interest revenue	110,813	144,298	106,610	107,987	120,313	148,837	168,775
Rent	448,468	483,294	439,546	458,120	471,531	477,251	472,858
Developers contribution.....	9	-	-	-	-	-	-
Dividend/Statutory contribution.....	71,996	68,083	69,100	117,195	68,530	68,737	74,861
Other revenue	23,749	22,370	3,156	3,209	3,299	3,404	3,440
Total Income.....	1,298,192	1,689,320	1,499,237	1,582,033	1,509,293	1,480,561	1,420,165
NET COST OF SERVICES	117,302	117,485	242,699	53,179	66,883	14,943	34,368
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	74,583	92,462	92,221	68,604	18,999	16,943	16,908
Royalties for Regions Fund:							
Regional Community Services Fund	7,317	438	507	449	460	472	489
Regional Infrastructure and Headworks Fund	1,130	843	427	285	295	-	-
TOTAL INCOME FROM STATE GOVERNMENT	83,030	93,743	93,155	69,338	19,754	17,415	17,397
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	(34,272)	(23,742)	(149,544)	16,159	(47,129)	2,472	(16,971)

(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.

(c) Supplies and services include cost of housing inventory sold.

(d) Sale of goods and services includes land and housing inventory for sale.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Community Support Schemes.....	3,124	1,113	1,513	2,411	1,149	725	754
TOTAL	3,124	1,113	1,513	2,411	1,149	725	754

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	136,846	345,796	186,591	189,435	235,627	117,377	169,305
Restricted cash	87,795	113,026	129,876	103,767	103,767	103,767	103,767
Receivables	92,906	6,056	67,009	116,841	208,728	262,416	320,878
Other.....	2,137,508	963,827	2,137,644	2,137,617	2,133,946	2,133,945	2,135,215
Assets held for sale.....	34,667	232	34,667	34,667	34,667	34,667	34,667
Total current assets	2,489,722	1,428,937	2,555,787	2,582,327	2,716,735	2,652,172	2,763,832
NON-CURRENT ASSETS							
Property, plant and equipment.....	15,022,199	14,459,875	14,814,291	14,786,089	14,524,732	14,315,387	14,091,851
Intangibles	32,273	22,197	32,273	32,273	32,273	32,273	32,273
Other.....	2,992,504	4,314,332	3,200,736	3,168,281	3,150,338	3,183,164	3,197,995
Total non-current assets	18,046,976	18,796,404	18,047,300	17,986,643	17,707,343	17,530,824	17,322,119
TOTAL ASSETS	20,536,698	20,225,341	20,603,087	20,568,970	20,424,078	20,182,996	20,085,951
CURRENT LIABILITIES							
Employee provisions	33,191	19,352	33,191	33,191	33,191	33,191	33,191
Payables	102,714	158,110	118,156	110,813	97,108	85,370	74,695
Other.....	365,810	1,602,213	366,659	372,756	372,761	371,676	372,125
Total current liabilities	501,715	1,779,675	518,006	516,760	503,060	490,237	480,011
NON-CURRENT LIABILITIES							
Employee provisions	29,666	41,598	32,371	34,920	35,627	36,334	37,040
Borrowings.....	4,963,465	3,828,919	5,101,194	5,135,836	4,998,513	4,741,751	4,671,197
Other.....	4,899	4,934	4,899	4,899	4,899	4,899	4,899
Total non-current liabilities	4,998,030	3,875,451	5,138,464	5,175,655	5,039,039	4,782,984	4,713,136
TOTAL LIABILITIES.....	5,499,745	5,655,126	5,656,470	5,692,415	5,542,099	5,273,221	5,193,147
EQUITY							
Contributed equity	2,235,910	2,319,587	2,336,870	2,393,082	2,445,635	2,470,959	2,470,959
Accumulated surplus/(deficit) ^(b)	2,783,028	2,660,389	2,633,484	2,649,643	2,602,514	2,604,986	2,588,015
Reserves ^(b)	10,018,015	9,590,239	9,976,263	9,833,830	9,833,830	9,833,830	9,833,830
Total equity	15,036,953	14,570,215	14,946,617	14,876,555	14,881,979	14,909,775	14,892,804
TOTAL LIABILITIES AND EQUITY	20,536,698	20,225,341	20,603,087	20,568,970	20,424,078	20,182,996	20,085,951

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

(b) The Surplus/Deficit in the Income Statement does not agree with the Accumulated Surplus Deficit in the Balance Sheet for the 2014-15 financial year as the extraordinary items in the Income Statement are no longer published in the Budget Paper No.2 in line with Australian Accounting Standards Board (AASB) 1055. The extraordinary item relates to the asset revaluation reserve realised on the disposal of properties for the 2014-15 financial year.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	74,583	92,462	92,221	68,604	18,999	16,943	16,908
Capital appropriation.....	3,360	64,370	64,370	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund.....	8,637	438	507	449	460	472	489
Regional Infrastructure and Headworks Fund.....	71,056	63,838	41,567	56,497	52,848	25,324	-
Net cash provided by State Government.....	157,636	221,108	198,665	125,550	72,307	42,739	17,397
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(129,654)	(136,017)	(144,459)	(144,206)	(144,741)	(149,592)	(149,884)
Grants and subsidies.....	(3,124)	(1,113)	(1,513)	(2,411)	(1,149)	(725)	(754)
Supplies and services ^(b)	(634,423)	(665,794)	(712,026)	(661,725)	(516,971)	(451,351)	(410,027)
Accommodation.....	(163,751)	(185,703)	(179,198)	(179,514)	(182,099)	(185,708)	(178,570)
Finance costs.....	(160,082)	(184,281)	(149,385)	(150,608)	(164,708)	(188,071)	(198,154)
GST payments.....	(70,707)	(230)	(230)	(237)	(244)	(251)	(259)
Other payments.....	(251,828)	(316,677)	(305,165)	(319,078)	(322,812)	(300,262)	(292,014)
Receipts							
Grants and subsidies.....	212,250	250,291	310,490	256,776	212,351	130,750	140,239
Sale of goods and services ^(c)	492,797	709,310	575,520	594,337	583,140	597,207	500,843
GST receipts.....	43,176	-	22,500	-	-	-	-
Interest received.....	112,212	144,298	106,474	108,014	120,340	148,838	168,775
Rent Receipts.....	448,766	480,477	436,654	454,253	468,467	474,209	469,725
Developers contribution.....	9	-	-	-	-	-	-
Dividend/State contributions received.....	68,000	68,083	69,100	117,195	68,530	68,737	74,861
Other receipts.....	27,327	2,712	3,608	3,407	3,525	3,660	3,704
Net cash from operating activities.....	(9,032)	165,356	32,370	76,203	123,629	147,441	128,485
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(183,535)	(280,605)	(208,899)	(427,244)	(145,102)	(137,967)	(80,485)
Proceeds from sale of non-current assets.....	133,967	245,237	144,742	135,128	114,738	119,125	71,916
Other receipts.....	3	-	-	-	-	-	-
Net cash from investing activities.....	(49,565)	(35,368)	(64,157)	(292,116)	(30,364)	(18,842)	(8,569)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(6,099,179)	(3,362,175)	(6,790,502)	(8,592,902)	(9,339,380)	(8,449,588)	(8,945,385)
Other payments.....	(6,460,000)	(3,399,779)	(6,928,231)	(8,502,544)	(9,202,057)	(8,192,826)	(8,874,831)
Proceeds from borrowings.....	6,477,500	3,399,779	6,928,231	8,627,544	9,202,057	8,192,826	8,874,831
Other proceeds.....	6,020,000	3,295,000	6,720,000	8,535,000	9,220,000	8,160,000	8,860,000
Net cash from financing activities.....	(61,679)	(67,175)	(70,502)	67,098	(119,380)	(289,588)	(85,385)
NET INCREASE/(DECREASE) IN CASH HELD.....	37,360	283,921	96,376	(23,265)	46,192	(118,250)	51,928
Cash assets at the beginning of the reporting period.....	207,281	179,451	224,641	316,467	293,202	339,394	221,144
Net cash transferred to/from other agencies.....	(20,000)	(4,550)	(4,550)	-	-	-	-
Cash assets at the end of the reporting period.....	224,641	458,822	316,467	293,202	339,394	221,144	273,072

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

(b) Supplies and services includes payment for the purchase of land and housing inventory.

(c) Sale of goods and services includes land and housing inventory for sale.

Agency Special Purpose Account Details

MUNICIPAL AND ESSENTIAL SERVICES ACCOUNT

Account Purpose: This account has been established to set aside funds for essential and municipal services for remote Aboriginal communities in Western Australia.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	-	-	-	59,820
Receipts:				
Appropriations.....	-	90,000	90,000	-
	-	90,000	90,000	59,820
Payments	-	30,180	30,180	25,630
CLOSING BALANCE	-	59,820	59,820	34,190

Keystart Housing Scheme Trust

Part 15

Minister for Housing; Racing and Gaming

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Information Technology Systems	12,262	7,062	705	1,300	1,300	1,300	1,300
Total Cost of Asset Investment Program.....	12,262	7,062	705	1,300	1,300	1,300	1,300
FUNDED BY							
Internal Funds and Balances.....			705	1,300	1,300	1,300	1,300
Total Funding.....			705	1,300	1,300	1,300	1,300

Division 70 Racing, Gaming and Liquor

Part 15 Minister for Housing; Racing and Gaming

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 109 Net amount appropriated to deliver services	5,053	5,256	5,256	5,235	5,004	4,920	4,919
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	298	306	306	306	306	306	306
Total appropriations provided to deliver services.....	5,351	5,562	5,562	5,541	5,310	5,226	5,225
ADMINISTERED TRANSACTIONS							
Item 110 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	99,415	70,852	54,451	54,670	55,721	56,393	59,672
Amount Authorised by Other Statutes Liquor Control Act 1988.....	2,255	750	750	-	-	-	-
TOTAL APPROPRIATIONS	107,021	77,164	60,763	60,211	61,031	61,619	64,897
EXPENSES							
Total Cost of Services.....	16,880	15,114	15,114	15,104	14,973	14,889	14,888
Net Cost of Services ^(a)	5,800	5,432	5,432	5,397	5,266	5,182	5,181
CASH ASSETS ^(b)	810	349	770	1,078	1,286	1,494	1,702

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	48	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(5)	(104)	(202)	(301)

Significant Issues Impacting the Agency

- Implementing the Government's commitment to the second stage amendments to the *Liquor Control Act 1988*.
- Implementing the Government's response to the Joint Standing Committee on the Review of the Racing and Wagering Western Australia Acts by progressing through the Parliament amendments to the *Racing and Wagering Western Australia Act 2003*, together with amendments relating to the:
 - *Betting Control Act 1954*;
 - *Gaming and Wagering Commission Act 1987*; and
 - *Casino Control Act 1984*.
- Continuing to expand the suite of applications available online for the liquor and gambling industries.
- The need for the licensing authority to weigh and balance the evidence submitted by applicants, interveners and objectors in determining applications, continues to be a challenge for the licensing authority.
- Assisting communities in reducing alcohol related harm through declaring areas of the state as restricted areas and private residences as liquor restricted premises.
- Relocating the Department to Gordon Stephenson House, 140 William Street, Perth.

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.	To promote, monitor and enforce responsible and lawful gambling and liquor services in accordance with the legislation.	1. Licensing - Evaluation and Determination of Applications 2. Compliance Audits and Inspections

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Licensing - Evaluation and Determination of Applications	8,440	7,557	7,557	7,552	7,487	7,445	7,444
2. Compliance Audits and Inspections.....	8,440	7,557	7,557	7,552	7,486	7,444	7,444
Total Cost of Services	16,880	15,114	15,114	15,104	14,973	14,889	14,888

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: To promote, monitor and enforce responsible and lawful gambling and liquor services in accordance with the legislation:					
Licensees/service providers that comply with audit requirements and statutory criteria.....	97%	94%	94%	94%	

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

Services and Key Efficiency Indicators

1. Licensing - Evaluation and Determination of Applications

Receive, process and determine applications in accordance with the legislation.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 8,440	\$'000 7,557	\$'000 7,557	\$'000 7,552	
Less Income	5,964	4,841	4,841	4,854	
Net Cost of Service	2,476	2,716	2,716	2,698	
Employees (Full Time Equivalents).....	55	56	52	51	
Efficiency Indicators					
Average Cost of Determining Applications.....	\$607	\$480	\$521	\$472	

2. Compliance Audits and Inspections

Perform audits and inspections to verify that the provision of gambling and liquor is conducted in a responsible and lawful manner.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 8,440	\$'000 7,557	\$'000 7,557	\$'000 7,552	
Less Income	5,116	4,841	4,841	4,853	
Net Cost of Service	3,324	2,716	2,716	2,699	
Employees (Full Time Equivalents).....	54	56	51	51	
Efficiency Indicators					
Average Cost of Conducting Inspections.....	\$1,035	\$979	\$999	\$981	

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
NEW WORKS							
Computer Hardware and Software							
2017-18 Program.....	250	-	-	-	250	-	-
2018-19 Program.....	150	-	-	-	-	150	-
2019-20 Program.....	100	-	-	-	-	-	100
Total Cost of Asset Investment Program.....	500	-	-	-	250	150	100
FUNDED BY							
Drawdowns from the Holding Account.....			-	-	250	150	100
Total Funding.....			-	-	250	150	100

Financial Statements

Statement of Financial Position

The Department's total equity for 2016-17 is expected to increase by \$308,000 (3.9%) when compared to the 2015-16 Estimated Actual, due to an operating surplus projected for the 2016-17 Budget Estimate.

Statement of Cashflows

The 2016-17 closing cash assets balance of \$1.1 million represents an increase of \$308,000 (40%) in comparison to the 2015-16 Estimated Actual, mainly due to an operating surplus projected for the 2016-17 Budget Estimate.

Details of Administered Transactions

Income

Taxation – Casino Tax

- a downward revision of \$78.7 million for the period 2015-16 to 2019-20 reflects changes to the casino tax arrangements which reduced the International Commission Business Tax rate (in exchange for a minimum payment of \$9 million per annum) and ended the rebate payments to Crown Perth Casino.

Appropriation

- a reduction of \$88.7 million for the period 2015-16 to 2019-20 is due to the cessation of International Commission Business Tax rebate (\$78.7 million) and the discontinuation of the Racecourse Infrastructure Grants Program (\$10 million).

Expenses

Grants to Racing and Wagering Western Australia

- expenses will reduce by \$10 million over 2015-16 to 2019-20 following a decision to discontinue the Racecourse Infrastructure Grants Program.

Subsidies to Gambling and Betting Agencies and Bookmakers

- a reduction in expenses of \$78.7 million will occur over 2015-16 to 2019-20 as a result of ending the International Commission Business Tax rebate payments to Crown Perth Casino.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	10,691	10,934	10,934	10,936	10,785	10,669	10,655
Supplies and services	3,182	1,779	1,779	1,786	1,861	1,893	1,906
Accommodation	1,409	1,314	1,314	1,319	1,352	1,352	1,352
Depreciation and amortisation	849	467	467	467	467	467	467
Other expenses	749	620	620	596	508	508	508
TOTAL COST OF SERVICES	16,880	15,114	15,114	15,104	14,973	14,889	14,888
Income							
Sale of goods and services	5,577	4,850	4,850	4,850	4,850	4,850	4,850
Regulatory fees and fines	5,503	4,825	4,825	4,850	4,850	4,850	4,850
Other revenue	-	7	7	7	7	7	7
Total Income	11,080	9,682	9,682	9,707	9,707	9,707	9,707
NET COST OF SERVICES	5,800	5,432	5,432	5,397	5,266	5,182	5,181
INCOME FROM STATE GOVERNMENT							
Service appropriations	5,351	5,562	5,562	5,541	5,310	5,226	5,225
Resources received free of charge	72	164	164	164	164	164	164
TOTAL INCOME FROM STATE GOVERNMENT	5,423	5,726	5,726	5,705	5,474	5,390	5,389
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(377)	294	294	308	208	208	208

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 109, 103 and 102 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	508	344	770	1,046	1,222	1,398	1,574
Restricted cash	302	5	-	-	-	-	-
Holding account receivables	-	-	-	250	150	100	250
Receivables	142	146	142	142	142	142	142
Other	85	405	85	85	85	85	85
Total current assets	1,037	900	997	1,523	1,599	1,725	2,051
NON-CURRENT ASSETS							
Holding account receivables	2,697	3,164	3,164	3,381	3,698	4,065	4,282
Property, plant and equipment	430	460	230	80	105	80	5
Intangibles	8,802	6,817	8,535	8,218	7,976	7,684	7,392
Restricted cash	-	-	-	32	64	96	128
Total non-current assets	11,929	10,441	11,929	11,711	11,843	11,925	11,807
TOTAL ASSETS	12,966	11,341	12,926	13,234	13,442	13,650	13,858
CURRENT LIABILITIES							
Employee provisions	1,419	1,453	1,419	1,419	1,419	1,419	1,419
Payables	1,308	44	1,308	1,308	1,308	1,308	1,308
Other	1,810	365	1,476	1,476	1,476	1,476	1,476
Total current liabilities	4,537	1,862	4,203	4,203	4,203	4,203	4,203
NON-CURRENT LIABILITIES							
Employee provisions	547	521	547	547	547	547	547
Other	218	206	218	218	218	218	218
Total non-current liabilities	765	727	765	765	765	765	765
TOTAL LIABILITIES	5,302	2,589	4,968	4,968	4,968	4,968	4,968
EQUITY							
Contributed equity	6,480	6,480	6,480	6,480	6,480	6,480	6,480
Accumulated surplus/(deficit)	1,184	2,272	1,478	1,786	1,994	2,202	2,410
Total equity	7,664	8,752	7,958	8,266	8,474	8,682	8,890
TOTAL LIABILITIES AND EQUITY	12,966	11,341	12,926	13,234	13,442	13,650	13,858

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	4,884	5,095	5,095	5,074	4,843	4,759	4,758
Holding account drawdowns.....	250	-	-	-	250	150	100
Net cash provided by State Government.....	5,134	5,095	5,095	5,074	5,093	4,909	4,858
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(10,616)	(11,157)	(11,157)	(10,825)	(10,674)	(10,558)	(10,544)
Supplies and services	(2,585)	(1,713)	(1,713)	(1,720)	(1,795)	(1,827)	(1,840)
Accommodation	(1,180)	(1,314)	(1,314)	(1,319)	(1,352)	(1,352)	(1,352)
Other payments.....	(1,555)	(813)	(813)	(789)	(701)	(701)	(701)
Receipts ^(b)							
Regulatory fees and fines.....	5,501	4,825	4,825	4,850	4,850	4,850	4,850
Sale of goods and services.....	7,367	4,850	4,850	4,850	4,850	4,850	4,850
GST receipts.....	879	180	180	180	180	180	180
Other receipts	27	7	7	7	7	7	7
Net cash from operating activities	(2,162)	(5,135)	(5,135)	(4,766)	(4,635)	(4,551)	(4,550)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(2,444)	-	-	-	(250)	(150)	(100)
Other payments.....	(31)	-	-	-	-	-	-
Net cash from investing activities.....	(2,475)	-	-	-	(250)	(150)	(100)
NET INCREASE/(DECREASE) IN CASH HELD	497	(40)	(40)	308	208	208	208
Cash assets at the beginning of the reporting period	313	389	810	770	1,078	1,286	1,494
Cash assets at the end of the reporting period	810	349	770	1,078	1,286	1,494	1,702

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Regulatory Fees and Fines							
Liquor Fees Revenue	5,501	4,825	4,825	4,850	4,850	4,850	4,850
Sale of Goods and Services							
Provision of Services to the Commonwealth in Respect of Indian Ocean Territories	48	81	81	81	81	81	81
Provision of Services to the Racing and Gaming Industries	7,319	4,769	4,769	4,769	4,769	4,769	4,769
GST Receipts							
GST Input Credits	802	155	155	155	155	155	155
GST Receipts on Sales	77	25	25	25	25	25	25
Other Receipts							
Other Receipts	-	7	7	7	7	7	7
TOTAL	13,747	9,862	9,862	9,887	9,887	9,887	9,887

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Taxation							
Casino Tax	110,284	81,400	66,699	68,000	70,000	71,000	71,000
Other							
Appropriation	101,670	71,602	55,201	54,670	55,721	56,393	59,672
TOTAL ADMINISTERED INCOME	211,954	153,002	121,900	122,670	125,721	127,393	130,672
EXPENSES							
Grants to Charitable and Other Public Bodies							
Grants to Individuals Problem Gambling	1,174	500	500	500	500	500	500
Statutory Authorities							
Grants to Racing and Wagering Western Australia	15,331	15,262	13,262	13,970	13,881	14,553	14,559
Subsidies And Concessions							
Subsidies to Liquor Merchants and Producers	2,255	750	750	-	-	-	-
Subsidies to Gambling and Betting Agencies and Bookmakers	84,488	55,090	40,389	40,200	41,340	41,340	44,613
Other							
Receipts Paid into the Consolidated Account	113,108	81,400	66,699	68,000	70,000	71,000	71,000
Consultancies Expense	-	-	300	-	-	-	-
TOTAL ADMINISTERED EXPENSES	216,356	153,002	121,900	122,670	125,721	127,393	130,672

Racing and Wagering Western Australia

Part 15

Minister for Housing; Racing and Gaming

Asset Investment Program

Asset investment across the forward estimates period focuses on the ongoing development, enhancement and replacement of hardware, software and retail terminals along with other general business process improvements.

The current 2015-16 Strategic Development Plan (SDP) was prepared on a business as usual basis and includes limited assumptions in regards to the privatisation of the Totalisator Agency Board (TAB). As such, investment in wagering assets in 2015-16 and 2016-17 in particular, are on items that are necessary to enable the business to continue to maintain its offering in the competitive wagering market. This includes:

- a Racewall roll-out in the TAB agencies totalling \$21 million over three years up until 2017-18;
- investments in ongoing product development and enhancement, in particular in the digital channels of up to \$4.5 million per year; and
- replacement of some wagering infrastructure over the forward estimates, including wagering terminals.

In addition, the Department's Asset Investment Program (AIP) includes an allocation of \$5 million in 2016-17, and \$14 million over the forward estimates for the replacement of corporate infrastructure and minor assets.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Business Systems and Products	26,943	14,007	3,307	3,503	3,313	2,781	3,339
Other Works	12,786	6,967	4,011	1,363	1,374	1,505	1,577
Retail Outlet Upgrade Program	28,895	14,137	7,079	7,079	7,079	300	300
Wagering Systems and Products	34,718	13,569	5,335	4,500	4,500	6,074	6,075
Total Cost of Asset Investment Program.....	103,342	48,680	19,732	16,445	16,266	10,660	11,291
FUNDED BY							
Internal Funds and Balances.....			19,732	16,445	16,266	10,660	11,291
Total Funding.....			19,732	16,445	16,266	10,660	11,291

Western Australian Greyhound Racing Association

Part 15 Minister for Housing; Racing and Gaming

Asset Investment Program

Asset investment across the forward estimates period consists of plant and equipment replacement at the Mandurah racetrack.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
New Cannington Complex.....	14,915	14,915	8,680	-	-	-	-
Plant and Equipment							
Cannington - 2015-16 Program	60	60	60	-	-	-	-
Mandurah - 2015-16 Program.....	44	44	44	-	-	-	-
NEW WORKS							
Plant and Equipment - Mandurah							
2016-17 Program	600	-	-	600	-	-	-
2017-18 Program	618	-	-	-	618	-	-
Total Cost of Asset Investment Program.....	16,237	15,019	8,784	600	618	-	-
FUNDED BY							
Internal Funds and Balances.....			8,784	600	618	-	-
Total Funding.....			8,784	600	618	-	-

Burswood Park Board

Part 15 Minister for Housing; Racing and Gaming

Asset Investment Program

The Board is responsible for the control and management of Burswood Park (the Park) under provisions of the *Parks and Reserves Act 1895*. The Park consists of 56.5 hectares of 'C' class reserve surrounding the four major buildings that comprise the Crown Perth Entertainment Complex and land consisting of the southern nine hectares of the former Burswood golf course, which is now managed as public open space.

The Board's mission is to develop the Park into the premier park of its type in Australia and key objectives are to:

- achieve the highest standards of park maintenance and management;
- promote the Park to Western Australians and visitors to the State as an attractive and accessible venue for active and passive recreation;
- provide maximum visitor enjoyment and satisfaction;
- ensure that the Park is developed within environmental guidelines that are compatible with, and complementary to, the original environment of the site; and
- establish the Park as an educational resource for the study of the history and environment of the Burswood site.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Equipment - 2015-16 Program.....	10	10	10	-	-	-	-
Park Infrastructure - 2015-16 Program	10	10	10	-	-	-	-
Total Cost of Asset Investment Program.....	20	20	20	-	-	-	-
FUNDED BY							
Internal Funds and Balances.....			20	-	-	-	-
Total Funding.....			20	-	-	-	-

Part 16

Minister for Planning; Disability Services

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Planning			
	– Delivery of Services.....	42,109	40,931	48,002
	– Administered Grants, Subsidies and Other Transfer Payments ...	-	-	88,704
	– Capital Appropriation.....	12,473	1,829	2,695
	Total.....	54,582	42,760	139,401
	Western Australian Planning Commission			
	– Delivery of Services.....	105,875	107,629	103,998
	– Capital Appropriation.....	5,400	18,290	6,000
	Total.....	111,275	125,919	109,998
	Disability Services Commission			
	– Delivery of Services.....	716,831	694,428	712,214
	– Capital Appropriation.....	1,999	1,999	807
	Total.....	718,830	696,427	713,021
	GRAND TOTAL			
	– Delivery of Services.....	864,815	842,988	864,214
	– Administered Grants, Subsidies and Other Transfer Payments ...	-	-	88,704
	– Capital Appropriation.....	19,872	22,118	9,502
	Total	884,687	865,106	962,420

Division 71 Planning

Part 16 Minister for Planning; Disability Services

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 111 Net amount appropriated to deliver services	45,587	41,626	40,448	47,519	35,185	35,063	35,319
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	483	483	483	483	483	483	483
Total appropriations provided to deliver services.....	46,070	42,109	40,931	48,002	35,668	35,546	35,802
ADMINISTERED TRANSACTIONS							
Item 112 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	-	-	-	88,704	-	-	-
CAPITAL							
Item 165 Capital Appropriation.....	2,799	12,473	1,829	2,695	2,391	2,485	2,610
TOTAL APPROPRIATIONS	48,869	54,582	42,760	139,401	38,059	38,031	38,412
EXPENSES							
Total Cost of Services.....	88,062	93,472	99,436	94,614	88,728	87,865	88,411
Net Cost of Services ^(a)	41,251	44,324	50,786	47,612	41,588	41,107	41,013
CASH ASSETS ^(b)	19,936	14,489	22,484	22,854	19,940	17,385	15,546

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	411	-	-	-
Northern Planning Program.....	(114)	146	-	-	1
Oracle Financial System Service Fee.....	90	92	94	97	99
Perth Convention Exhibition Precinct.....	264	-	-	-	-
Planning for Aboriginal Communities Project.....	-	440	451	-	-
Resources Received Free of Charge.....	700	700	700	700	700
Revised 1.5% Public Sector Wages Policy	-	(25)	(518)	(999)	-
Revised Amortisation Expenses.....	1,762	1,610	1,605	1,540	1,140
Strategic Assessment of the Perth and Peel Regions	-	1,685	-	-	-
Transfer of Strategic Transport Evaluation Modelling to the Department of Transport	(683)	(708)	(708)	(708)	(708)

Significant Issues Impacting the Agency

Strategic Assessment of the Perth and Peel Regions (Strategic Assessment)

- This initiative aims to streamline State and Commonwealth environmental approvals. The Department is working with the Department of the Premier and Cabinet and several other government agencies to progress the Strategic Assessment and related issues including basic raw materials. The draft Strategic Assessment proposal was released for comment in December 2015.

Planning reform phase two implementation

- Local Planning Scheme Regulations became operational from 19 October 2015. Implementation is being monitored and managed to identify any issues requiring resolution. Other legislative priorities include amendments to the *Planning and Development Act 2005* and new Region Planning Scheme Regulations.
- In addition, the ongoing development of efficient and contemporary online facilities has also made a significant contribution to planning reform agenda outcomes. This includes the launch of the new Department website, online lodgement through ePlan, the revised PlanWA viewing tool and interactive Development Assessment Panels maps. Work on the expansion of ePlan and eLodgment services will continue.

Development Assessment Panels (DAPS)

- The Department continues to provide coordination and secretariat services to DAPs. Established in 2011, DAPs received their 1,000th application in March 2016. The proposed value of these applications to date amounts in excess of \$30 billion.

Demography and indicators program

- The Department delivers an ongoing program of demography and applied urban research projects that enables government to understand population trends and plan for efficient delivery of all government services. 'WA Tomorrow' and the 'Metropolitan Land Use Forecasting System' is utilised by whole-of-government (e.g. the Departments of Treasury, Transport, Health and Education). Lot data is critical to industry in matching demand and supply of vacant lots.

Urban Development Program

- The Department continues to prepare the Urban Development Program for the Western Australian Planning Commission (WAPC) to fulfil the requirements for tracking and modelling land supply as outlined in the *Planning and Development Act 2005*. The program aims to monitor and coordinate land supply and the timely delivery of residential, industrial and commercial land.

Transport Route Planning

- As part of its review of the design and planning for roads and infrastructure, the Department continues to progress transport route initiatives through a series of acquisitions and land amendments on behalf of the WAPC.

Affordable Housing Strategy – Implementation of Phase Two Action Plan

- The Housing Authority released the Phase Two Action Plan for the State Affordable Housing Strategy in 2015. Of the 34 actions, eight are tasked to the Department and/or the Office of Land and Housing Supply including:
 - planning provisions for affordable housing;
 - developing Design Guidelines for multi-unit development;
 - identifying options to address infill impediments (land assembly, infrastructure) and activating urban consolidation; and
 - identifying barriers to repurposing or redeveloping large dwellings and underutilised non-residential dwellings.

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	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Integrated Land and Infrastructure Policy Development	35,764	38,110	40,621	37,603	35,264	34,921	35,138
2. Land Accessibility Planning and Policy Development	52,298	55,362	52,275	57,011	53,464	52,944	53,273
Total Cost of Services ^(a)	88,062	93,472	92,896	94,614	88,728	87,865	88,411

(a) An adjustment of \$6.5 million is not included in the 2015-16 Total Cost of Services as these costs relate to unallocated expenses arising from the SDA with the WAPC in 2014-15 and do not relate to the Department's services.

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 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.....	40.8%	40.3%	40.1%	40.2%	
Less than R20 : 1 km	79%	78.2%	78.1%	78.2%	
R20 : 400 metres.....	59.9%	60%	57.7%	57.8%	
R20 : 1 km	95.1%	95%	94.2%	94.6%	
Greater than R20 : 400 metres.....	60.7%	60.6%	62.1%	61.3%	
Greater than R20 : 1 km.....	95.9%	95.9%	96%	95.9%	
Area of commercial and industrial land per capita per corridor:					
Eastern Sector - Commercial per capita	13.1m ²	12.6m ²	13.7m ²	13.1m ²	
Eastern Sector - Industrial per capita.....	167.2m ²	161.3m ²	170.8m ²	166.3m ²	
Inner Sector - Commercial per capita.....	25.1m ²	23.9m ²	25.4m ²	25m ²	
Inner Sector - Industrial per capita.....	11.2m ²	11m ²	11.2m ²	11.1m ²	
Middle Sector - Commercial per capita	30.3m ²	32.3m ²	30.2m ²	32.3m ²	
Middle Sector - Industrial per capita.....	50.2m ²	52.6m ²	50.2m ²	52.4m ²	
North West Sector - Commercial per capita.....	42.3m ²	39.7m ²	39.8m ²	39.7m ²	
North West Sector - Industrial per capita.....	167.9m ²	157.6m ²	165.4m ²	161.5m ²	
South East Sector - Commercial per capita	17.1m ²	16.9m ²	17.1m ²	17m ²	
South East Sector - Industrial per capita.....	76.9m ²	78m ²	76.8m ²	77.4m ²	
South West Sector - Commercial per capita	46.9m ²	46.3m ²	52.5m ²	55.6m ²	1
South West Sector - Industrial per capita.....	204.2m ²	195.6m ²	200.5m ²	195.6m ²	
Perth Metropolitan Region - Commercial per capita.....	30.5m ²	28.6m ²	30.9m ²	29.2m ²	
Perth Metropolitan Region - Industrial per capita.....	104.8m ²	109.4m ²	104.8m ²	106.7m ²	
Outcome: Accessibility to serviced land and infrastructure:					
Number of lots given preliminary and final approval:					
residential	55,187	50,000	49,218	44,300	2
non-residential ^(a)	5,286	4,000	5,046	4,000	3
Median land price as a percentage of median residential property sales price...	51%	55%	55%	55%	
Relative affordability of property and land prices.....	Second quintile	Second quintile	First quintile	Second quintile	4
Average lot size in the Perth Metropolitan Region	396m ²	420m ²	381m ²	400m ²	
Determination appeals that are unsuccessful	99.9%	99.9%	99.9%	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)

- Significant improvement was made during 2014-15 in relation to the classification of Local Planning Scheme (LPS) zone categories and the calculation of associated land with commercial and industrial activities, and has continued in 2015-16. It has led to a more precise apportionment of land area in each of the subregions and significant movement in some reported indicators.
The increase from the 2015-16 Budget Target to the 2015-16 Estimated Actual for the South West Sector Commercial per capita is derived from a better understanding of historic data and on this occasion is higher than anticipated.
- Residential - The decrease from the 2015-2016 Estimated Actual to the 2016-17 Budget Target of residential lots given preliminary and final approval is a result of an anticipated softening of the economy.
- Non-Residential - The decrease from the 2015-16 Estimated Actual to the 2016-17 Budget Target of non-residential lots given preliminary and final approval also reflects an anticipated softening in the economy.
- The increase in relative affordability of property and land prices from the second quintile in the 2015-16 Budget to the first quintile in the 2015-16 Estimated Actual is the result of dwelling and land markets in responding to historically high levels of completions and slowing population growth, the latter of which has been underpinned by recent declines in net overseas migration. Throughout 2015-16, land sales have slowed considerably and the median house price has fallen from a peak in December 2014. These drivers, in conjunction with moderate income growth, have resulted in the increased affordability of dwellings in Perth, relative to other major Australian cities.

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 goal, 'Delivering Services' 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 green fields infrastructure with its resulting impact on home affordability.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 35,764	\$'000 38,110	\$'000 40,621	\$'000 37,603	
Less Income	9,980	11,064	11,671	10,833	
Net Cost of Service.....	25,784	27,046	28,950	26,770	
Employees (Full Time Equivalents).....	178	143	190	195	
Efficiency Indicators					
Average Cost per Policy Hour for Integrated Land Policy Development	\$127.63	\$109.98	\$120.45	\$128.63	1

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

Explanation of Significant Movements

(Notes)

1. The Average Cost per Policy Hour for Integrated Land Policy Development has increased from the 2015-16 Budget to the 2015-16 Estimated Actual, and the 2016-17 Budget, due to higher external costs for the Department. In particular this relates to additional professional costs for legal and policy consulting and data development for the Strategic Assessment in 2016-17.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 52,298	\$'000 55,362	\$'000 52,275	\$'000 57,011	
Less Income	36,831	38,084	36,979	36,169	
Net Cost of Service	15,467	17,278	15,296	20,842	
Employees (Full Time Equivalents).....	261	296	278	285	
Efficiency Indicators					
Cost per Subdivision and Development Application Processed.....	\$7,176	\$7,295	\$7,683	\$9,426	
Average Cost per Policy and Planning Hour	\$161.10	\$138.59	\$145.26	\$151.28	1
Statutory Planning Applications Processed within Statutory Timeframes.....	85%	80%	80%	80%	
Town Planning Scheme Amendments (for Final Approval) Processed within Non-Statutory Timeframes.....	32%	60%	28%	60%	2
Deposited and Strata Plans Endorsed within Non-Statutory Timeframes	99%	99%	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 Average Cost per Policy and Planning Hour has increased from the 2015-16 Budget and the 2015-16 Estimated Actual to the 2016-17 Budget due to higher external costs on transport route planning, state design review studies and regional open space contaminated sites activities.
2. A 2016-17 Budget Target of 60% is set given the ongoing refinement and evolution of the approval process. The 2014-15 Actual and the 2015-16 Estimated Actual are a result of a continuation of high numbers of complex Local Planning Scheme amendments, which take longer to process.

Asset Investment Program

The Department's Asset Investment Program for 2016-17 is \$5.4 million comprising accommodation initiatives, Location Information Strategy, minor works and the following major projects:

Information and Communications Technology (ICT) Infrastructure

The Planning and Corporate Systems are undergoing continuing development. Approved funding is required for the following process improvements:

- Local Planning Schemes and Amendments;
- Development Applications and Development Assessment Panel applications; and
- Interagency Referral System development.

This funding will allow the continued move to online systems and provide better Key Performance Indicators reporting and management. In addition, the Department is further developing its back office Corporate Systems and continues with the implementation of systems integration for online delivery. This supports the WAPC determination of applications for land use and reduces application processing delays. Systems development will also focus on the publishing of Open Data and provide more robust system integration with the next generation of the Western Australian Land Information Authority's (Landgate) Shared Land Information Platform (SLIP).

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Corporate							
Accommodation Refurbishment and Sustainability Initiatives	7,249	3,902	223	234	246	258	271
Information and Communications Technology Infrastructure	37,092	16,942	1,498	2,209	1,645	1,727	1,814
Other							
Minor Works Program	21,778	13,806	955	958	500	500	525
Strategic and Statutory Planning							
Location Information Strategy	2,286	1,190	790	1,096	-	-	-
The Decommissioning of the Office of Shared Services	7,171	6,245	858	926	-	-	-
Total Cost of Asset Investment Program.....	75,576	42,085	4,324	5,423	2,391	2,485	2,610
FUNDED BY							
Capital Appropriation			1,829	2,695	2,391	2,485	2,610
Internal Funds and Balances.....			-	640	-	-	-
Other			2,495	2,088	-	-	-
Total Funding.....			4,324	5,423	2,391	2,485	2,610

Financial Statements

Income Statement

Expenses

The increase in Total Cost of Services from the 2015-16 Budget to the 2015-16 Estimated Actual is due to the one-off non-cash adjustment of \$6.5 million to reconcile the Service Delivery Agreement (SDA) in 2014-15 with the WAPC.

Income

The reduction in total income between the 2015-16 Budget to the 2016-17 Budget Estimate is due to a one-off grant receipt of \$1 million for the commencement of the Strategic Assessment of the Perth and Peel Regions (Strategic Assessment) in 2015-16 and an anticipated reduction of \$2.6 million in the statutory fees and charges revenue received from the WAPC through the SDA in 2016-17.

The increase in total income from State Government between the 2015-16 Budget to the 2016-17 Budget Estimate is due to an additional \$4 million non-cash appropriation for depreciation and resources received free of charge and additional funding for the Strategic Assessment, offset by a reduction of \$5 million from the Northern Planning program funded by the Royalties for Regions (RfR) program and the deferral of \$0.9 million for the financial system from 2015-16 to 2016-17.

Statement of Financial Position

The decrease in contributed equity and total non-current assets from the 2015-16 Budget to the 2015-16 Estimated Actual reflects the capitalisation of amortisation on works in progress assets and intangible assets, and deferral of the \$10 million Oakajee-Narngulu Infrastructure Corridor (ONIC) Asset Investment Program.

Statement of Cashflows

The \$12 million decrease in net cash provided by State Government from the 2015-16 Budget to the 2015-16 Estimated Actual and the 2016-17 Budget Estimate is due to the deferral of \$10 million asset investment on the ONIC project to 2020-21 and the substantive conclusion of grant funding from RfR for the Northern Planning program.

The decreases in the net cash from investing activities from the 2015-16 Budget to the 2015-16 Estimated Actual and the 2016-17 Budget Estimate is due to the deferral of \$10 million asset investment on the ONIC project to 2020-21.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	51,838	54,707	53,965	55,783	52,533	51,727	52,727
Grants and subsidies ^(c)	4,696	6,104	6,104	1,848	1,213	1,213	1,213
Supplies and services	15,183	18,031	16,546	18,487	17,661	17,745	17,728
Accommodation	7,617	6,554	7,833	7,956	7,976	7,996	8,016
Depreciation and amortisation	2,063	538	2,300	2,100	1,950	1,800	1,400
Other expenses ^(d)	6,665	7,538	12,688	8,440	7,395	7,384	7,327
TOTAL COST OF SERVICES	88,062	93,472	99,436	94,614	88,728	87,865	88,411
Income							
Sale of goods and services	1,449	1,701	1,701	1,604	1,604	1,604	1,604
Grants and subsidies	868	1,482	1,746	531	542	91	91
Other revenue	44,494	45,965	45,203	44,867	44,994	45,063	45,703
Total Income	46,811	49,148	48,650	47,002	47,140	46,758	47,398
NET COST OF SERVICES	41,251	44,324	50,786	47,612	41,588	41,107	41,013
INCOME FROM STATE GOVERNMENT							
Service appropriations	46,070	42,109	40,931	48,002	35,668	35,546	35,802
Resources received free of charge	2,826	2,100	2,800	2,800	2,800	2,800	2,800
Royalties for Regions Fund:							
Regional Community Services Fund	25	19	5	19	20	20	21
Regional Infrastructure and Headworks Fund	5,418	5,346	5,246	361	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	54,339	49,574	48,982	51,182	38,488	38,366	38,623
SURPLUS/(DEFICIENCY) FOR THE PERIOD	13,088	5,250	(1,804)	3,570	(3,100)	(2,741)	(2,390)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 439, 468 and 480 respectively. In some cases the figures for 2014-15 and 2015-16 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) Other expenses in 2015-16 Estimated Actual includes an adjustment of \$6.5 million which relates to the difference between the actual cost of services provided to the WAPC in 2014-15 and the total amount chargeable to the WAPC in 2014-15 under the SDA.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Araluen Park	-	-	-	1,000	-	-	-
Area Assistance Schemes	79	215	-	-	-	-	-
Coastal Zone Management	744	975	1,120	728	952	952	952
Land Use Planning Initiative - Bushfire Risk Mitigation	126	-	-	-	-	-	-
Mandurah Central Revitalisation Strategy	383	-	-	-	-	-	-
Northern Planning Program	3,271	4,249	4,249	-	-	-	-
Oakajee-Narngulu Infrastructure Corridor	-	615	615	-	-	-	-
Other Grants and Subsidies	93	50	120	120	261	261	261
TOTAL	4,696	6,104	6,104	1,848	1,213	1,213	1,213

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	16,390	14,133	20,820	20,996	17,896	15,163	13,143
Restricted cash	3,546	1	1,664	1,664	1,664	1,664	1,664
Receivables	17,080	8,923	10,540	10,540	10,540	10,540	10,540
Other.....	697	205	697	697	697	697	697
Total current assets	37,713	23,262	33,721	33,897	30,797	28,064	26,044
NON-CURRENT ASSETS							
Holding account receivables	15,788	16,806	16,326	20,188	22,138	23,938	25,338
Property, plant and equipment	4,749	24,748	3,660	7,116	9,322	11,707	14,217
Intangibles	2,989	981	6,102	5,968	4,203	2,503	1,203
Restricted cash	-	355	-	194	380	558	739
Total non-current assets	23,526	42,890	26,088	33,466	36,043	38,706	41,497
TOTAL ASSETS	61,239	66,152	59,809	67,363	66,840	66,770	67,541
CURRENT LIABILITIES							
Employee provisions	10,811	9,355	10,650	10,650	10,650	10,650	10,650
Payables	2,472	728	2,472	2,472	2,472	2,472	2,472
Other.....	2,015	9	-	194	380	558	1,101
Total current liabilities	15,298	10,092	13,122	13,316	13,502	13,680	14,223
NON-CURRENT LIABILITIES							
Employee provisions	2,181	2,474	2,112	2,112	2,112	2,112	2,112
Other.....	10	17	10	10	10	10	10
Total non-current liabilities	2,191	2,491	2,122	2,122	2,122	2,122	2,122
TOTAL LIABILITIES.....	17,489	12,583	15,244	15,438	15,624	15,802	16,345
EQUITY							
Contributed equity	14,333	26,806	16,952	20,742	23,133	25,626	28,244
Accumulated surplus/(deficit).....	385,328	382,674	383,524	387,094	383,994	381,253	378,863
Other.....	(355,911)	(355,911)	(355,911)	(355,911)	(355,911)	(355,911)	(355,911)
Total equity	43,750	53,569	44,565	51,925	51,216	50,968	51,196
TOTAL LIABILITIES AND EQUITY	61,239	66,152	59,809	67,363	66,840	66,770	67,541

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	45,905	41,571	40,393	44,140	33,718	33,746	34,402
Capital appropriation.....	2,799	12,473	1,829	2,695	2,391	2,485	2,610
Royalties for Regions Fund:							
Regional Community Services Fund.....	-	19	5	19	20	20	21
Regional Infrastructure and Headworks Fund.....	5,443	5,346	5,246	361	-	-	-
Net cash provided by State Government.....	54,147	59,409	47,473	47,215	36,129	36,251	37,033
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(49,857)	(56,477)	(56,153)	(55,653)	(52,411)	(51,605)	(52,240)
Grants and subsidies.....	(3,578)	(6,104)	(6,104)	(1,848)	(1,213)	(1,213)	(1,213)
Supplies and services.....	(10,995)	(15,483)	(13,410)	(16,156)	(15,143)	(15,309)	(15,182)
Accommodation.....	(7,601)	(6,554)	(7,846)	(7,956)	(7,956)	(7,986)	(8,016)
Other payments.....	(9,123)	(12,383)	(10,868)	(12,247)	(11,409)	(11,306)	(11,349)
Receipts ^(b)							
Grants and subsidies.....	979	1,482	1,746	531	542	91	91
Regulatory fees and fines.....	1,450	1,701	1,701	1,604	1,604	1,604	1,604
GST receipts.....	2,338	4,340	4,340	4,340	4,340	4,340	4,340
Other receipts.....	36,920	45,965	45,203	44,867	44,994	45,063	45,703
Net cash from operating activities.....	(39,467)	(43,513)	(41,391)	(42,518)	(36,652)	(36,321)	(36,262)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(2,275)	(13,845)	(4,324)	(5,423)	(2,391)	(2,485)	(2,610)
Net cash from investing activities.....	(2,275)	(13,845)	(4,324)	(5,423)	(2,391)	(2,485)	(2,610)
NET INCREASE/(DECREASE) IN CASH HELD	12,405	2,051	1,758	(726)	(2,914)	(2,555)	(1,839)
Cash assets at the beginning of the reporting period.....	7,531	11,066	19,936	22,484	22,854	19,940	17,385
Net cash transferred to/from other agencies.....	-	1,372	790	1,096	-	-	-
Cash assets at the end of the reporting period	19,936	14,489	22,484	22,854	19,940	17,385	15,546

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Grants and Subsidies	979	1,482	1,746	531	542	91	91
Regulatory Fees and Fines							
Development Application Panels Fees	1,450	1,701	1,701	1,604	1,604	1,604	1,604
GST Receipts							
GST Receipts on Sales	52	1,488	1,488	1,488	1,488	1,488	1,488
GST Receipts from the Australian Taxation Office	2,286	2,852	2,852	2,852	2,852	2,852	2,852
Other Receipts							
Other Receipts	15	90	90	90	90	90	90
Receipts from Service Delivery Agreement ...	36,905	45,875	45,113	44,777	44,904	44,973	45,613
TOTAL	41,687	53,488	52,990	51,342	51,480	51,098	51,738

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Administered Grants and Transfer Payment	-	-	-	88,704	-	-	-
Interest Revenue	97	41	80	40	-	-	-
Other Revenue	23	-	-	-	-	-	-
TOTAL ADMINISTERED INCOME	120	41	80	88,744	-	-	-
EXPENSES							
Grants to Charitable and Other Public Bodies							
Recurrent Grants and Subsidies	-	-	-	23,200	-	-	-
Other							
Interest Expense	1,169	1,324	1,026	438	-	-	-
Services and Contracts Expenses	432	-	22	20	-	-	-
Loss on Sale of Land	689	-	-	-	-	-	-
All Other Expenses	-	40	5,949	40	-	-	-
Net Assets Transferred Out	-	-	28,273	-	-	-	-
TOTAL ADMINISTERED EXPENSES	2,290	1,364	35,270	23,698	-	-	-

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 *Perry Lakes Redevelopment Act 2005* and constituted under section 16 of the *Financial Management Act 2006* (the Act). 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 were completed and transferred to the Western Australian Sports Centre Trust (VenuesWest), with the remaining lands transferred to the Town of Cambridge in July 2015. This account is expected to be closed in 2016-17, once the project is declared to be complete.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	2,622	1,193	1,095	1,128
Receipts:				
Appropriations	-	-	-	88,704
Other	2,658	41	80	40
	5,280	1,234	1,175	89,872
Payments	4,185	260	47	89,872
CLOSING BALANCE	1,095	974	1,128	-

Metropolitan Redevelopment Authority

Part 16 Minister for Planning; Disability Services

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 2016-17, the Authority will invest:

- \$64.2 million to significantly progress Yagan Square, continue stage 2 scheme servicing works along Wellington Street and Queen Street and commence construction of the King Street intersection for the Perth City Link;
- \$9.7 million to commence construction of the Railway Square public open space and continue the redevelopment of the Workshops precinct in Midland;
- \$27.2 million on Riverside to progress remediation and site preparation works at the Western Australia Police Service site and continue infrastructure and public domain works for the Waterbank precinct;
- \$25.8 million to continue planning and development in the Armadale area to support private investment in Forrestdale Business Park, City West and Kelmscott, predominantly through administration of a Developer Contribution Scheme; and
- \$9.8 million to continue civil works and support private land development across the Wungong Urban project, through administration of a Developer Contribution Scheme.

In addition to the Asset Investment Program, the Authority will spend \$22.4 million in Scarborough to deliver works as part of the implementation of the Scarborough Master Plan.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Armadale Redevelopment Area							
Armadale and Kelmscott Redevelopment Works	165,167	22,943	9,643	25,848	18,907	15,894	15,753
Wungong Urban Project	265,753	11,805	2,089	9,769	5,115	4,979	10,332
Central Perth Redevelopment Area							
Perth City Link Redevelopment Works	234,948	67,623	10,791	64,175	30,658	18,478	14,673
Riverside Redevelopment Works	142,887	97,434	27,711	27,240	9,228	2,768	3,519
Midland Redevelopment Area							
Redevelopment Works	65,017	39,129	18,601	9,710	9,430	5,515	613
Minor Asset Purchases	16,778	10,490	3,138	396	441	296	955
Subiaco Redevelopment Area							
Redevelopment Works	65,151	64,394	552	466	191	-	100
COMPLETED WORKS							
Central Perth Redevelopment Area							
Elizabeth Quay Redevelopment Works	424,613	424,613	105,089	-	-	-	-
Total Cost of Asset Investment Program	1,380,314	738,431	177,614	137,604	73,970	47,930	45,945
FUNDED BY							
Capital Appropriation			63,000	2,420	-	-	-
Borrowings			60,241	101,521	49,757	27,057	19,760
Internal Funds and Balances			42,650	466	191	-	100
Other			11,723	33,197	24,022	20,873	26,085
Total Funding			177,614	137,604	73,970	47,930	45,945

Division 72 Western Australian Planning Commission

Part 16 Minister for Planning; Disability Services

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 113 Net amount appropriated to deliver services	5,781	7,763	9,133	6,038	6,081	6,184	6,184
Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959.....	92,769	98,112	98,496	97,960	106,970	112,317	117,934
Total appropriations provided to deliver services.....	98,550	105,875	107,629	103,998	113,051	118,501	124,118
CAPITAL							
Item 166 Capital Appropriation.....	5,400	5,400	18,290	6,000	5,504	5,400	5,400
TOTAL APPROPRIATIONS	103,950	111,275	125,919	109,998	118,555	123,901	129,518
EXPENSES							
Total Cost of Services.....	169,519	53,274	59,132	49,329	48,899	49,681	50,032
Net Cost of Services ^(a)	121,529	20,023	13,141	12,617	12,443	9,748	11,748
CASH ASSETS ^(b)	276,408	314,586	298,971	369,625	451,157	544,530	575,853

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding.....	-	57	-	-	-
2016-17 Tariff, Fees and Charges - Statutory Fees.....	-	(2,589)	(2,637)	(2,855)	(2,504)
Injurious Affection Compensation Case.....	1,370	-	-	-	-
Lloyd Street Underpass adjacent to Midland Health Campus.....	4,500	-	-	-	-
Resources Received Free of Charge.....	450	450	450	450	450

Significant Issues Impacting the Agency

Perth and Peel at 3.5 Million Sub-regional Frameworks

- A suite of strategic planning frameworks detailing how the Perth and Peel regions can accommodate a significant population increase to 3.5 million people by 2050 was released for public consultation in 2015. The documents clearly outline future land uses through urban consolidation and development of a more considered, connected and consolidated urban form. The frameworks are to be finalised and endorsed before preliminary implementation.

Preparation of Sub-regional Planning Strategies

- The preparation of sub-regional planning strategies for the Central (Gingin to Kalbarri) and the Leeuwin Naturaliste Coasts is underway by the Department of Planning (DoP). The primary aim of the proposed sub-regional planning strategies is to manage and plan for coastal growth by assisting local governments to implement State strategic issues in a sub-regional context; assist decision making, and inform local planning documents such as local planning strategies and schemes.

Swan Valley Planning Framework

- On behalf of the Commission, the DoP is preparing a new development plan and associated legislation for the Swan Valley following public consultation. Technical studies have been finalised, including land capability, infrastructure and servicing, and tourism strategy.

Planning Reform for Better Design

- The Planning Reform for Better Design Project includes a number of design related initiatives. These initiatives are being developed in collaboration with the Office of the Government Architect and through a comprehensive practitioner consultation program. Initiatives include development of a State Planning Policy for the Design of the Built Environment; a Design Guide – Multi-Unit and mixed use development; a Model for Design Review Panels; Establishment of a State Design Review Panel; Discussion Paper - Accreditation of Designers; and an Implementation and Training Program. Drafts of the State Planning Policies, Design Guide and Model for Design Review Panels are expected to be available by mid-2016.

Land Acquisition for Future Road/Rail

- Land acquisitions will continue for regional planning schemes with priority given to finalisation of the passenger railway corridor to Yanchep, Mitchell Freeway and the regional road network. The Commission will also prioritise outstanding Bush Forever and regional parklands still in private ownership.

Perth Convention Precinct Masterplan

- Phase two of a detailed planning and development review of the Perth Convention Precinct, along with a full business case evaluation of governance and delivery options will continue towards the development of a preferred masterplan.

Ascot Kilns and Golden Gateway Project

- Drafting of a local development plan and rezoning for the precinct are underway. A community design workshop was held in February 2016 and a Metropolitan Region Scheme amendment 1303/57 was approved and gazetted in April 2016. Work will continue on the plan for a viable development that preserves the interim heritage listed former Bristle kilns following the initial community design workshop, and the Commission will facilitate amendment to the City of Belmont local planning scheme.

Forrestfield Airport Link Precinct Planning

- The DoP has led station precinct planning for the Forrestfield Airport Link in collaboration with key stakeholders, on behalf of the Commission. This has included the completed strategic planning framework and planning control area, and ongoing work on structure plans for the two stations and a project business case to underpin Phase Two of the project.

Implementation of Bushfire Regulations

- Initiated by the Commission, the DoP has introduced bushfire regulation changes through the Planning and Development (Local Planning Schemes) Amendment Regulations 2015 which took effect on 8 April 2016. It includes New State Planning Policy 3.7 “Planning in Bushfire Prone Areas” (SPP3.7) and Guidelines for Planning in Bushfire Prone Areas which replace the previous Planning for Bush Fire Protection Guidelines.

Service Delivery Agreement

- A Service Delivery Agreement (SDA) was signed between the Commission and the DoP in January 2015, following a restructure of the Department's funding model. The SDA is for a term of four years, and regulates the DoP's delivery of projects and services to the Commission in exchange for funding. The funding that the Commission provides to the DoP under this SDA is sourced from the Metropolitan Region Improvement Fund and service appropriation.

Whiteman Employment Land

- The Commission is planning to undertake capital works to service and finalise the rezoning of land adjacent to Whiteman Park as part of the Economic and Employment Lands Strategy. This will result in significant uplift in value and marketability of the site for industrial development. The extension of services will also enable the finalisation of planning and calling for expressions of interest for the development of a proposed caravan park and park home site, and a commercial recreation lease site within Whiteman Park.

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	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Statutory Planning.....	15,827	17,866	17,532	15,154	15,039	15,280	15,388
2. Strategic Planning.....	6,030	8,624	9,697	8,078	8,017	8,145	8,203
3. Asset Management.....	141,122	26,784	31,903	26,097	25,843	26,256	26,441
Total Cost of Services (a).....	162,979	53,274	59,132	49,329	48,899	49,681	50,032

(a) The adjustment of \$6.5 million is not included in the 2014-15 Total Cost of Services as these costs relate to all unallocated costs arising from the SDA with the DoP.

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 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.....	2,680	2,560	2,575	2,300	1
Country Western Australia.....	642	640	603	575	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 the 2015-16 Budget and the 2016-17 Budget Target is attributable to a lower level of dwelling commencements in 2015-16 and 2016-17. This is due to slowing population growth, a high rental vacancy rate and a softening outlook for the Western Australian economy.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	15,827	17,866	17,532	15,154	1
Less Income.....	15,412	15,886	16,596	14,662	1
Net Cost of Service.....	415	1,980	936	492	
Efficiency Indicators					
Determinations which were Processed without a Successful Appeal	99%	99%	99%	99%	
Applications Processed within the Statutory Timeframes	85%	80%	80%	80%	
Average Cost per Application Determined.....	\$4,059	\$4,467	\$4,766	\$4,209	

(a) The staff undertaking the Commission's activities under a Service Delivery Agreement (SDA) are employed by the Department of Planning (DoP), and appear as Full Time Equivalents (FTEs) in the DoP's Budget.

Explanation of Significant Movements

(Notes)

1. The decrease between the 2015-16 Budget and the 2016-17 Budget Target is due to a decrease in the number of planning applications received, with a corresponding decrease in revenue and expenditure. Revenue received for the fees is payable to the DoP under the SDA on a full cost recovery basis.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 6,030	\$'000 8,624	\$'000 9,697	\$'000 8,078	1
Less Income	3,057	2,571	3,281	3,566	
Net Cost of Service	2,973	6,053	6,416	4,512	
Efficiency Indicators					
Planning Decisions - Strategic, Environment, Industry, Infrastructure and Transport	220	197	208	215	
Client Satisfaction with Strategic Planning Activities (via Survey).....	75%	75%	75%	75%	
Client Satisfaction with the Timeliness of Strategic Planning Activities (via Survey).....	59%	60%	60%	60%	
Average Cost per Planning Decision - Strategic, Environment, Industry, Infrastructure and Transport	\$27,409	\$43,777	\$46,618	\$37,572	2

(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 increase between the 2015-16 Budget and the 2015-16 Estimated Actual is mainly due to inclusion of the new Perth Convention Precinct Masterplan project under the SDA.
2. Average Cost per Planning Decision - Strategic, Environment, Industry, Infrastructure and Transport for the 2016-17 Budget Target shows a decrease from the 2015-16 Budget as the forecast 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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 141,122	\$'000 26,784	\$'000 31,903	\$'000 26,097	1
Less Income	29,521	14,794	19,574	18,484	2
Net Cost of Service	111,601	11,990	12,329	7,613	
Efficiency Indicators					
Hectares Managed - Improvement Plans, Regional Roads and Other Uses (Includes Rental Properties)	3,279	3,390	3,200	3,250	
Hectares Managed - Parks and Recreational Reserves.....	10,662	10,550	10,800	11,000	
Acquisitions - Acceptances within Approved Range.....	100%	95%	95%	95%	
Disposals - Realised at in Excess of Reserved Price.....	100%	100%	100%	100%	
Acquisitions - Approved Schedule Acquired within Period.....	91%	100%	100%	100%	
Disposals - Approved Schedule Disposed within Period.....	260%	100%	100%	100%	
Available Days Tenanted	95%	96%	93%	94%	
Approved Management Program Achieved	95%	93%	95%	95%	
Approved Management Plan Activities Achieved.....	95%	93%	95%	95%	
Average Cost per Hectare Managed	\$2,407	\$1,921	\$2,279	\$1,831	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 increase in Total Cost of Service between the 2015-16 Budget and the 2015-16 Estimated Actual is mainly due to payment for the Lloyd Street Underpass adjacent to Midland Health Campus.
2. The increase in income between the 2015-16 Budget, the 2015-16 Estimated Actual and the 2016-17 Budget Target is due to an increase in the profit on disposal of land mainly from Alkimos.
3. Average Cost per Hectare Managed for the 2014-15 Actual was calculated based on Total Cost of Service of \$33.6 million, excluding the asset revaluation decrement and impairment losses.

The increase in Average Cost per Hectare Managed between the 2015-16 Budget and the 2015-16 Estimated Actual is mainly due to payment for the Lloyd Street Underpass adjacent to Midland Health Campus.

Asset Investment Program

The Commission's 2016-17 Asset Investment Program of \$42.8 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 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Buildings/Infrastructure	25,885	8,693	1,300	4,100	1,300	1,300	1,300
Other Minor Equipment	3,967	2,272	134	137	140	143	147
COMPLETED WORKS							
Acquisition of Land - 2015-16 Program	87,369	87,369	87,369	-	-	-	-
Regional Land Acquisitions - 2015-16 Program	18,290	18,290	18,290	-	-	-	-
NEW WORKS							
Acquisition of Land							
2016-17 Program	33,186	-	-	33,186	-	-	-
2017-18 Program	30,836	-	-	-	30,836	-	-
2018-19 Program	29,402	-	-	-	-	29,402	-
2019-20 Program	85,500	-	-	-	-	-	85,500
Regional Land Acquisitions							
2016-17 Program	5,400	-	-	5,400	-	-	-
2017-18 Program	5,400	-	-	-	5,400	-	-
2018-19 Program	5,831	-	-	-	-	5,831	-
2019-20 Program	5,400	-	-	-	-	-	5,400
Total Cost of Asset Investment Program	333,666	116,624	107,093	42,823	37,676	36,676	92,347
FUNDED BY							
Capital Appropriation			18,290	6,000	5,504	5,400	5,400
Asset Sales			28,500	20,000	15,000	18,500	5,000
Internal Funds and Balances			60,303	16,823	17,172	12,776	81,947
Total Funding			107,093	42,823	37,676	36,676	92,347

Financial Statements

Income Statement

Expenses

The net increase in Total Cost of Services of \$5.8 million between the 2015-16 Budget and the 2015-16 Estimated Actual is mainly due to a grant payment for Araluen Botanic Park of \$1 million and expenditure on Lloyd Street Underpass of \$4.5 million.

The net decrease in Total Cost of Services of \$4 million between the 2015-16 Budget and the 2016-17 Budget Estimate is mainly due to decreases in grants and subsidies expenses and in the Service Delivery Agreement (SDA) with the Department of Planning (DoP).

Income

An increase of \$12.7 million in income from the 2015-16 Budget to the 2015-16 Estimated Actual is due to increases in interest revenue of \$2.2 million, additional profit on disposal of fixed assets of \$4 million and a \$6.5 million non-cash adjustment for the SDA.

The \$1.7 million increase in service appropriations from the 2015-16 Budget to the 2015-16 Estimated Actual is due to an additional \$1.4 million in funding for an injurious affection compensation case and an increase of \$0.3 million of the Metropolitan Region Improvement Tax.

The \$1.9 million decrease in service appropriations from the 2015-16 Budget to the 2016-17 Budget Estimate is mainly due to a one-off appropriation provided for the Strategic Assessment of the Perth and Peel Regions in 2015-16.

Statement of Financial Position

The decrease in property, plant and equipment between the 2015-16 Budget, the 2015-16 Estimated Actual and the 2016-17 Budget Estimate is due to separate disclosures of other assets, assets held for sale and intangibles in both the 2015-16 Estimated Actual and the 2016-17 Budget Estimate. The land revaluation decrement in the 2014-15 Actual also resulted in lower amount in the 2015-16 Estimated Actual and the 2016-17 Budget Estimate as compared to the 2015-16 Budget.

Statement of Cashflows

The increase in cash assets at the end of the reporting period in 2016-17 is mainly due to a reduction in the land acquisition program from \$107.1 million included in the 2015-16 Estimated Actual to \$42.8 million included in the 2016-17 Budget Estimate.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Grants and subsidies ^(b)	10,741	1,817	7,617	300	300	300	300
Supplies and services	1,761	78	528	450	450	553	450
Accommodation	66	-	-	-	-	-	-
Depreciation and amortisation	7,434	3,600	3,600	3,500	3,000	3,300	3,300
Other expenses ^(c)	149,517	47,779	47,387	45,079	45,149	45,528	45,982
TOTAL COST OF SERVICES	169,519	53,274	59,132	49,329	48,899	49,681	50,032
Income							
Sale of goods and services	14,512	15,611	15,611	13,362	13,696	14,033	14,384
Grants and subsidies	100	-	-	-	-	-	-
Other revenue ^(d)	33,378	17,640	30,380	23,350	22,760	25,900	23,900
Total Income	47,990	33,251	45,991	36,712	36,456	39,933	38,284
NET COST OF SERVICES	121,529	20,023	13,141	12,617	12,443	9,748	11,748
INCOME FROM STATE GOVERNMENT							
Service appropriations	98,550	105,875	107,629	103,998	113,051	118,501	124,118
Resources received free of charge	436	-	450	450	450	450	450
TOTAL INCOME FROM STATE GOVERNMENT	98,986	105,875	108,079	104,448	113,501	118,951	124,568
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(22,543)	85,852	94,938	91,831	101,058	109,203	112,820

(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.

(c) Total actual Cost of Services in 2014-15 includes \$6.5 million which relates to the difference between the actual cost of services provided by the DoP in 2014-15 and the total amount chargeable to the Commission in 2014-15 under the SDA.

(d) Other revenue in the 2015-16 Estimated Actual includes \$6.5 million relating to the reversal of the \$6.5 million charge in (c) above.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Araluen Botanic Park ^(a)	900	-	1,000	-	-	-	-
Lloyd Street Underpass	-	-	4,500	-	-	-	-
Lowlands Project	9,841	-	-	-	-	-	-
Strategic Assessment of the Perth and Peel Regions	-	1,817	1,817	-	-	-	-
Strategic Transport Evaluation Model	-	-	300	300	300	300	300
TOTAL	10,741	1,817	7,617	300	300	300	300

(a) Araluen Botanic Park grant has been included in the SDA with DoP in the 2016-17 Budget Estimate.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	271,989	310,900	296,148	366,802	448,334	541,707	573,030
Restricted cash	4,419	3,686	2,823	2,823	2,823	2,823	2,823
Receivables	2,497	1,256	2,497	2,497	2,497	2,497	2,497
Other.....	27,969	1,872	27,969	27,969	27,969	27,969	27,969
Assets held for sale.....	2,766	-	2,766	2,766	2,766	2,766	2,766
Total current assets	309,640	317,714	332,203	402,857	484,389	577,762	609,085
NON-CURRENT ASSETS							
Holding account receivables.....	4,359	4,739	4,739	5,119	5,499	5,879	6,259
Property, plant and equipment	540,824	736,032	620,569	641,966	666,616	687,466	773,983
Intangibles	17,940	-	17,940	17,940	17,940	17,940	17,940
Total non-current assets	563,123	740,771	643,248	665,025	690,055	711,285	798,182
TOTAL ASSETS	872,763	1,058,485	975,451	1,067,882	1,174,444	1,289,047	1,407,267
CURRENT LIABILITIES							
Payables	22	95	22	22	22	22	22
Other.....	31,974	23,732	25,434	25,434	25,434	25,434	25,434
Total current liabilities	31,996	23,827	25,456	25,456	25,456	25,456	25,456
TOTAL LIABILITIES.....	31,996	23,827	25,456	25,456	25,456	25,456	25,456
EQUITY							
Contributed equity	-	6,797	14,290	14,890	20,394	25,794	31,194
Accumulated surplus/(deficit).....	853,568	1,036,249	948,506	1,040,337	1,141,395	1,250,598	1,363,418
Reserves.....	35,886	33,926	35,886	35,886	35,886	35,886	35,886
Other.....	(48,687)	(42,314)	(48,687)	(48,687)	(48,687)	(48,687)	(48,687)
Total equity	840,767	1,034,658	949,995	1,042,426	1,148,988	1,263,591	1,381,811
TOTAL LIABILITIES AND EQUITY	872,763	1,058,485	975,451	1,067,882	1,174,444	1,289,047	1,407,267

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	98,170	105,495	107,249	103,618	112,671	118,121	123,739
Capital appropriation.....	5,400	5,400	18,290	6,000	5,504	5,400	5,400
Receipts paid into Consolidated Account.....	(540)	-	-	-	-	-	-
Net cash provided by State Government.....	103,030	110,895	125,539	109,618	118,175	123,521	129,139
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(2)	-	-	-	-	-	-
Grants and subsidies.....	(994)	(1,817)	(7,617)	(300)	(300)	(300)	(300)
Supplies and services	(1,830)	(78)	(78)	-	-	(103)	-
Accommodation	(106)	-	-	-	-	-	-
Other payments.....	(42,630)	(50,861)	(50,469)	(48,383)	(48,453)	(48,832)	(49,282)
Receipts							
Grants and subsidies.....	100	-	-	-	-	-	-
Sale of goods and services.....	14,484	15,611	15,611	13,362	13,696	14,033	14,384
GST receipts.....	2,703	3,330	3,330	3,330	3,330	3,330	3,330
Other receipts	13,191	12,640	14,840	15,850	17,760	19,900	21,400
Net cash from operating activities	(15,084)	(21,175)	(24,383)	(16,141)	(13,967)	(11,972)	(10,468)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(40,116)	(40,305)	(107,093)	(42,823)	(37,676)	(36,676)	(92,347)
Proceeds from sale of non-current assets.....	16,255	10,000	28,500	20,000	15,000	18,500	5,000
Net cash from investing activities	(23,861)	(30,305)	(78,593)	(22,823)	(22,676)	(18,176)	(87,347)
NET INCREASE/(DECREASE) IN CASH HELD	64,085	59,415	22,563	70,654	81,532	93,373	31,323
Cash assets at the beginning of the reporting period	212,323	255,171	276,408	298,971	369,625	451,157	544,530
Cash assets at the end of the reporting period	276,408	314,586	298,971	369,625	451,157	544,530	575,853

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	199,095	237,000	262,185	285,149
Receipts:				
Appropriations.....	92,769	98,000	98,496	97,960
Other	32,000	24,000	43,617	36,215
	323,864	359,000	404,298	419,324
Payments	61,679	69,000	119,149	64,483
CLOSING BALANCE	262,185	290,000	285,149	354,841

Division 73 Disability Services Commission

Part 16 Minister for Planning; Disability Services

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 114 Net amount appropriated to deliver services	699,103	716,486	694,083	711,869	766,099	776,070	789,775
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	345	345	345	345	345	345	345
Total appropriations provided to deliver services.....	699,448	716,831	694,428	712,214	766,444	776,415	790,120
CAPITAL							
Item 167 Capital Appropriation.....	9,100	1,999	1,999	807	772	-	-
TOTAL APPROPRIATIONS	708,548	718,830	696,427	713,021	767,216	776,415	790,120
EXPENSES							
Total Cost of Services	872,976	963,725	940,931	944,899	948,744	966,759	989,502
Net Cost of Services ^(a)	689,183	717,833	695,424	713,218	767,451	777,424	791,132
CASH ASSETS ^(b)	26,658	5,343	21,819	22,599	23,379	24,159	24,939

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Growth Funding.....	-	10,959	12,559	13,078	13,405
Adjustments to Commonwealth Grants					
National Partnership Payments	3,143	-	-	-	-
Specific Purpose Payments.....	(4,612)	(6,741)	(9,000)	(10,043)	(10,043)
Extension and Expansion of National Disability Insurance Scheme (NDIS) Trial					
National Disability Insurance Agency NDIS Trial Sites	(7,997)	(83,938)	-	-	-
Western Australian NDIS Trial Sites	-	100,709	-	-	-
Home and Community Care National Partnership Agreement Funds.....	2,176	-	-	-	-
Non-Government Human Services Sector Indexation Adjustment.....	(6,116)	(16,503)	(17,057)	(17,484)	-
Return of One-off Savings to the Consolidated Account	(7,200)	-	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(78)	(1,664)	(3,223)	(4,902)
Revision to Indexation for Non-Salary Expenses	-	(307)	(737)	(1,124)	-
Revisions to Own Source Revenue Estimates	-	(2,105)	(4,853)	(4,810)	(4,767)
Return of Funds for Taxi User Subsidy Scheme - NDIS Trial Sites	(214)	-	-	-	-
Royalties for Regions - Regional Workers Incentive Allowance Payments	(6)	-	-	-	96
Targeted Voluntary Separation Scheme.....	(1,968)	(2,018)	(2,068)	(2,120)	(2,120)

Significant Issues Impacting the Agency

- The implementation of the Western Australian National Disability Insurance Scheme (NDIS) trial continues to be a major focus for the Commission. The trial was expanded geographically to include Cockburn-Kwinana from July 2015. Positive results have been achieved to date in terms of individual outcomes, financial sustainability and community inclusion. The trial will be extended by an additional 12 months to 30 June 2017, and will expand to include the Armadale, Murray, and Serpentine-Jarrahdale areas.
- The NDIS National Disability Insurance Agency trial in the Perth Hills has also been extended by 12 months to 30 June 2017, and will expand to include Bayswater, Bassendean, Chittering, Toodyay, York and Northam. The Commission will continue to monitor implementation of this trial.
- The transition of 60% of the Commission's accommodation services to non-government disability sector organisations is continuing and on schedule. Positive feedback has been received on the outcomes achieved to date.
- The Commission continues to move away from a centralised approach to a de-centralised mechanism that allocates funding based on needs identified in individual plans. This approach is consistent with the NDIS framework.

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 2014-15 Actual, 2015-16 Budget and 2015-16 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 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual. Results for indicators under the previous structure will be published in the Commission's 2015-16 Annual Report.

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 disability have choice and control in determining services that meet individual needs.	1. Planning and Coordination
	The quality of life of people with disability is enhanced.	2. Residential Services 3. Community Living Support 4. Independent Living Support 5. Therapy and Specialised Care
	People with disability have the opportunity to participate in community life.	6. Community Participation 7. Advocacy, Access and Inclusion

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Planning and Coordination.....	44,196	45,727	44,640	53,953	45,026	44,675	45,046
2. Residential Services.....	73,735	81,421	79,495	80,845	85,868	86,697	88,544
3. Community Living Support	258,911	281,109	274,462	272,416	276,356	282,038	290,246
4. Independent Living Support.....	235,942	258,944	252,822	246,506	257,284	263,467	269,829
5. Therapy and Specialised Care	89,485	99,926	97,563	99,038	97,208	98,691	100,357
6. Community Participation	163,912	190,163	185,666	186,015	180,479	184,547	188,684
7. Advocacy, Access and Inclusion	6,795	6,435	6,283	6,126	6,523	6,644	6,796
Total Cost of Services	872,976	963,725	940,931	944,899	948,744	966,759	989,502

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: People with disability have choice and control in determining services that meet individual needs:					
Percentage of service users who achieve their individual plan outcomes.....	n/a	70%	79%	79%	1
Satisfaction with individualised planning process.....	n/a	n/a	n/a	80%	
Outcome: The quality of life of people with disability is enhanced:					
Proportion of quality evaluations which meet national standards.....	n/a	n/a	n/a	75%	
Satisfaction with service received.....	80%	86%	82%	86%	
Proportion of the population in need who receive services.....	45%	47%	47%	47%	
Outcome: People with disability have the opportunity to participate in community life:					
Proportion of service users who achieve community participation outcomes	n/a	n/a	n/a	70%	
Service users' satisfaction with community access and inclusion.....	74%	80%	73%	75%	

(a) Comparative data is not available for the 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual. Results for indicators under the previous structure will be published in the Commission's 2015-16 Annual Report. Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.

Explanation of Significant Movements

(Notes)

- This indicator was introduced in 2014-15 and has a one year lag from the implementation of individual planning. The first reporting of the effectiveness of individual planning will only be available in 2015-16. The 2015-16 Budget was set at 70% to allow for the first year of trialling new information systems to collect this data. The 2015-16 Estimated Actual and 2016-17 Budget Target is based on eight months of data collected during 2015-16. This year to date data allows for a more informed projection of future performance against this indicator.

Services and Key Efficiency Indicators

1. Planning and Coordination

This service assists people with disability to have choice and control in decision making through a planning process which identifies their personal goals and provides regular reviews of whether the goals are achieved.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 44,196	\$'000 45,727	\$'000 44,640	\$'000 53,953	1
Less Income	8,894	11,262	11,244	19,244	2
Net Cost of Service.....	35,302	34,465	33,396	34,709	
Employees (Full Time Equivalents).....	240	227	245	330	1
Efficiency Indicators					
Proportion of Individual Plans Commenced within the Required Timeframe ..	n/a	n/a	n/a	75%	
Cost per Intensity of Individual Support Requirements ^(a)	n/a	n/a	n/a	\$1,946	

(a) This new indicator measures the service user's average level of funded support. Service users are categorised in terms of whether their support needs are high, medium or low and are weighted accordingly (3, 2, or 1). The weighted service user total is divided into the total cost for the service area to derive the cost per intensity of individual support requirements.

Explanation of Significant Movements

(Notes)

1. The increase in expenditure and employees between the 2015-16 Estimated Actual and the 2016-17 Budget Target represents an increasing focus on planning and coordination associated with the extension and expansion of the Western Australian NDIS trial sites. The additional expenditure and coordinator salary costs include additional Commonwealth funding under National Partnership Agreements (NPAs).
2. The increase in income across the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target mainly reflects increasing Commonwealth funding received under NPAs for the Western Australian NDIS trials. The 2015-16 Estimated Actual also includes one-off funding provided by the Commonwealth under the NPA on Pay Equity for the Social and Community Services Sector.

2. Residential Services

This service is delivered in congregate or cluster settings of seven or more persons, and includes larger residential services for 20 or more persons. It is normally located on large parcels of land and provides 24-hour residential support with specialist disability support services. This service area includes large and small institutions, and emergency accommodation.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 73,735	\$'000 81,421	\$'000 79,495	\$'000 80,845	1
Less Income	16,637	21,970	21,939	19,668	2
Net Cost of Service	57,098	59,451	57,556	61,177	
Employees (Full Time Equivalents).....	320	387	369	345	
Efficiency Indicators					
Cost per Intensity of Individual Support Requirements ^(a)	n/a	n/a	n/a	\$97,168	
Cost per Service Activity	n/a	n/a	n/a	\$273,120	

(a) This new indicator measures the service user's average level of funded support. Service users are categorised in terms of whether their support needs are high, medium or low and are weighted accordingly (3, 2, or 1). The weighted service user total is divided into the total cost for the service area to derive the cost per intensity of individual support requirements.

Explanation of Significant Movements

(Notes)

1. The increase in expenditure between the 2014-15 Actual, and 2015-16 Budget and Estimated Actual, mainly reflects increased State and Commonwealth growth and indexation funding, and the increased funding under the 2015-16 NPA on Pay Equity for the Social and Community Services Sector.
2. The increase in income between the 2014-15 Actual, and 2015-16 Budget and Estimated Actual, mainly reflects 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 under the NPA on Pay Equity for the Social and Community Services Sector in 2015-16.

3. Community Living Support

This is supported accommodation in a residential setting which is a more home-like environment than that of Service 2 'Residential Services'. It is generally delivered to a smaller group of persons, always less than 20 persons and may be less than 7 persons. It may not provide specialist disability support services. This service area includes hostels and group homes.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 258,911	\$'000 281,109	\$'000 274,462	\$'000 272,416	1
Less Income	58,422	75,853	75,740	68,026	
Net Cost of Service	200,489	205,256	198,722	204,390	
Employees (Full Time Equivalents).....	666	732	732	671	
Efficiency Indicators					
Cost per Intensity of Individual Support Requirements ^(a)	n/a	n/a	n/a	\$62,195	
Cost per Service Activity	n/a	n/a	n/a	\$146,381	

(a) This new indicator measures the service user's average level of funded support. Service users are categorised in terms of whether their support needs are high, medium or low and are weighted accordingly (3, 2, or 1). The weighted service user total is divided into the total cost for the service area to derive the cost per intensity of individual support requirements.

Explanation of Significant Movements

(Notes)

1. The increase in income between the 2014-15 Actual, and 2015-16 Budget and Estimated Actual, mainly reflects 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 under the NPA on Pay Equity for the Social and Community Services Sector in 2015-16.

4. Independent Living Support

This covers a range of community based services that enable individuals to live as independently as possible in the community. This service area includes in-home accommodation support, alternative family placement and respite.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 235,942	\$'000 258,944	\$'000 252,822	\$'000 246,506	
Less Income	47,480	63,776	63,672	57,951	1
Net Cost of Service.....	188,462	195,168	189,150	188,555	
Employees (Full Time Equivalents).....	60	66	66	66	
Efficiency Indicators					
Cost per Intensity of Individual Support Requirements ^(a)	n/a	n/a	n/a	\$20,704	
Cost per Service Activity	n/a	n/a	n/a	\$33,879	

(a) This new indicator measures the service user's average level of funded support. Service users are categorised in terms of whether their support needs are high, medium or low and are weighted accordingly (3, 2, or 1). The weighted service user total is divided into the total cost for the service area to derive the cost per intensity of individual support requirements.

Explanation of Significant Movements

(Notes)

1. The increase in income between the 2014-15 Actual, and 2015-16 Budget and Estimated Actual, mainly reflects 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 under the NPA on Pay Equity for the Social and Community Services Sector in 2015-16.

5. Therapy and Specialised Care

Basic and specialised care support and assistance with daily living activities (personal, mobility and communication) for individuals with complex needs or unable to complete tasks for themselves, to enable them to remain living as independently as possible in the community.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 89,485	\$'000 99,926	\$'000 97,563	\$'000 99,038	1
Less Income	18,008	24,611	24,571	22,881	2
Net Cost of Service.....	71,477	75,315	72,992	76,157	
Employees (Full Time Equivalents).....	176	193	193	193	
Efficiency Indicators					
Cost per Intensity of Individual Support Requirements ^(a)	n/a	n/a	n/a	\$4,413	
Cost per Service Activity	n/a	n/a	n/a	\$7,486	

(a) This new indicator measures the service user's average level of funded support. Service users are categorised in terms of whether their support needs are high, medium or low and are weighted accordingly (3, 2, or 1). The weighted service user total is divided into the total cost for the service area to derive the cost per intensity of individual support requirements.

Explanation of Significant Movements

(Notes)

1. The increase in expenditure between the 2014-15 Actual, and 2015-16 Budget and Estimated Actual, mainly reflects increased State and Commonwealth growth and indexation funding, NDIS trial sites and the increased funding under the NPA on Pay Equity for the Social and Community Services Sector in 2015-16.
2. The increase in income between the 2014-15 Actual, and 2015-16 Budget and Estimated Actual, mainly reflects 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 under the NPA on Pay Equity for the Social and Community Services Sector in 2015-16.

6. Community Participation

Supports and assistive technology that provides opportunities for people with disability to gain and use their abilities to enjoy their full potential for social independence.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 163,912	\$'000 190,163	\$'000 185,666	\$'000 186,015	1
Less Income	32,985	46,835	46,759	42,476	2
Net Cost of Service	130,927	143,328	138,907	143,539	
Employees (Full Time Equivalents).....	60	66	66	66	
Efficiency Indicators					
Cost per Intensity of Individual Support Requirements ^(a)	n/a	n/a	n/a	\$7,681	
Cost per Service Activity	n/a	n/a	n/a	\$11,090	

(a) This new indicator measures the service user's average level of funded support. Service users are categorised in terms of whether their support needs are high, medium or low and are weighted accordingly (3, 2, or 1). The weighted service user total is divided into the total cost for the service area to derive the cost per intensity of individual support requirements.

Explanation of Significant Movements

(Notes)

1. The increase in expenditure between the 2014-15 Actual, and 2015-16 Budget and Estimated Actual, mainly reflects increased State and Commonwealth growth and indexation funding, NDIS trial sites and the increased funding under the NPA on Pay Equity for the Social and Community Services Sector in 2015-16.
2. The increase in income between the 2014-15 Actual, and 2015-16 Budget and Estimated Actual, mainly reflects 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 under the NPA on Pay Equity for the Social and Community Services Sector in 2015-16.

7. Advocacy, Access and Inclusion

Indirect support to people with disabilities through community and service enhancements.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 6,795	\$'000 6,435	\$'000 6,283	\$'000 6,126	1
Less Income	1,367	1,585	1,582	1,435	
Net Cost of Service	5,428	4,850	4,701	4,691	
Employees (Full Time Equivalents).....	11	12	12	12	
Efficiency Indicators					
Cost per Service Activity	n/a	n/a	n/a	\$37,358	
Proportion of Access, Inclusion and Advocacy Projects Completed within the Required Time	n/a	n/a	n/a	90%	

Explanation of Significant Movements

(Notes)

1. The increase in income between the 2014-15 Actual, and 2015-16 Budget and Estimated Actual, mainly reflects 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 under the NPA on Pay Equity for the Social and Community Services Sector in 2015-16.

Asset Investment Program

The Commission's Asset Investment Program for 2016-17 and 2017-18 continues the upgrade and fit-out of the Commission's Local Area Coordination offices and replacement of information and communications technology infrastructures. 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 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Community Disability Housing - 2015-16 Program.....	923	923	923	-	-	-	-
Computer Replacement - 2015-16 Program.....	575	575	575	-	-	-	-
Group Homes Asset Replacement - 2015-16 Program.....	430	430	430	-	-	-	-
Renovation - 2015-16 Program.....	975	975	975	-	-	-	-
NEW WORKS							
Computer Replacement							
2016-17 Program.....	566	-	-	566	-	-	-
2017-18 Program.....	404	-	-	-	404	-	-
Renovation							
2016-17 Program.....	750	-	-	750	-	-	-
2017-18 Program.....	772	-	-	-	772	-	-
Total Cost of Asset Investment Program.....	5,395	2,903	2,903	1,316	1,176	-	-
FUNDED BY							
Capital Appropriation			1,999	807	772	-	-
Drawdowns from the Holding Account.....			904	509	404	-	-
Total Funding.....			2,903	1,316	1,176	-	-

Financial Statements

Income Statement

Expenses

Major contributors to the \$4 million (0.4%) increase in the Total Cost of Services from the 2015-16 Estimated Actual to the 2016-17 Budget Estimate include:

- \$100.7 million to extend and expand the Western Australian NDIS trial sites (funded by the Commonwealth and the State);
- relinquishment of \$83.9 million budgeted spending in the National Disability Insurance Agency (NDIA) trial sites, in recognition of the transfer of responsibilities to the Commonwealth Government in those areas;
- \$11 million in growth funding in 2016-17 to address increasing demand for disability services outside the NDIS trial sites; and
- the cessation of Commonwealth payments under the 2015-16 NPA on Pay Equity to the Social and Community Sector (-\$25.8 million).

Other contributors to increased expenses in 2016-17 include indexation payments under the Non-Government Human Services Sector indexation policy, increased funding to meet salary and non-salary cost escalation, and reducing offsets from various savings measures.

Income

Major contributors to the \$13.8 million decrease (-5.6%) in total (non-State Government) income from the 2015-16 Estimated Actual to the 2016-17 Budget Estimate include:

- a \$21.4 million increase (from \$46.2 million to \$67.6 million) from the Commonwealth Government to meet its contribution to the Western Australian NDIS trial sites; and
- the cessation of Commonwealth payments under the 2015-16 NPA on Pay Equity to the Social and Community Sector (-\$25.8 million).

Other contributors to the decrease in total income include reductions in Commonwealth grants under the National Disability Agreement, with the funding redirected to the NDIA for services delivered in the Commonwealth's NDIS trial sites, and decreases in own-source revenue associated with the ongoing outsourcing of accommodation services.

The major contributors to the \$17.8 million (2.6%) increase in State appropriation from the 2015-16 Estimated Actual to the 2016-17 Budget Estimate include growth funding, plus recognition of the single-year impact of the return of savings in 2015-16.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	160,797	173,356	171,899	177,760	168,615	167,336	169,779
Supplies and services	691,246	767,234	747,233	745,298	758,141	777,322	797,512
Accommodation	11,936	12,172	11,419	11,359	11,401	11,406	11,406
Depreciation and amortisation	4,999	6,282	6,282	6,282	6,282	6,282	6,282
Other expenses	3,998	4,681	4,098	4,200	4,305	4,413	4,523
TOTAL COST OF SERVICES	872,976	963,725	940,931	944,899	948,744	966,759	989,502
Income							
Sale of goods and services	8,119	8,535	8,535	6,600	3,852	3,895	3,938
Grants and subsidies	165,103	231,857	231,472	219,581	171,941	179,940	188,932
Other revenue	10,571	5,500	5,500	5,500	5,500	5,500	5,500
Total Income	183,793	245,892	245,507	231,681	181,293	189,335	198,370
NET COST OF SERVICES	689,183	717,833	695,424	713,218	767,451	777,424	791,132
INCOME FROM STATE GOVERNMENT							
Service appropriations	699,448	716,831	694,428	712,214	766,444	776,415	790,120
Resources received free of charge	2,194	1,130	1,130	1,130	1,130	1,130	1,130
Royalties for Regions Fund: Regional Community Services Fund	124	86	80	88	91	93	96
TOTAL INCOME FROM STATE GOVERNMENT	701,766	718,047	695,638	713,432	767,665	777,638	791,346
SURPLUS/(DEFICIENCY) FOR THE PERIOD	12,583	214	214	214	214	214	214

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 1,533, 1,683 and 1,683 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	5,722	4,366	7,263	7,263	7,263	7,263	7,263
Restricted cash	20,936	977	14,556	14,556	14,556	14,556	14,556
Holding account receivables	904	509	509	404	-	-	-
Receivables	6,518	8,469	6,518	6,518	6,518	6,518	6,518
Other	1,343	1,352	1,474	1,474	1,474	1,474	1,474
Total current assets	35,423	15,673	30,320	30,215	29,811	29,811	29,811
NON-CURRENT ASSETS							
Holding account receivables	44,391	50,164	50,164	56,042	62,324	68,606	74,888
Property, plant and equipment	46,352	55,474	42,616	38,968	35,181	30,217	25,253
Intangibles	6,973	1,602	5,655	4,337	3,018	1,700	382
Restricted cash	-	-	-	780	1,560	2,340	3,120
Other	3,673	3,204	3,673	3,673	3,673	3,673	3,673
Total non-current assets	101,389	110,444	102,108	103,800	105,756	106,536	107,316
TOTAL ASSETS	136,812	126,117	132,428	134,015	135,567	136,347	137,127
CURRENT LIABILITIES							
Employee provisions	31,919	30,903	30,888	30,943	30,943	30,943	30,943
Payables	1,223	832	3,153	3,085	3,042	3,042	3,042
Other	6,102	276	281	860	1,469	2,035	2,601
Total current liabilities	39,244	32,011	34,322	34,888	35,454	36,020	36,586
NON-CURRENT LIABILITIES							
Employee provisions	5,687	5,863	5,687	5,687	5,687	5,687	5,687
Total non-current liabilities	5,687	5,863	5,687	5,687	5,687	5,687	5,687
TOTAL LIABILITIES	44,931	37,874	40,009	40,575	41,141	41,707	42,273
EQUITY							
Contributed equity	33,322	33,646	33,646	34,453	35,225	35,225	35,225
Accumulated surplus/(deficit)	8,143	(3,988)	8,357	8,571	8,785	8,999	9,213
Reserves	50,416	58,585	50,416	50,416	50,416	50,416	50,416
Total equity	91,881	88,243	92,419	93,440	94,426	94,640	94,854
TOTAL LIABILITIES AND EQUITY	136,812	126,117	132,428	134,015	135,567	136,347	137,127

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	693,167	710,549	688,146	705,932	760,162	770,133	783,838
Capital appropriation.....	9,100	1,999	1,999	807	772	-	-
Holding account drawdowns.....	1,120	904	904	509	404	-	-
Royalties for Regions Fund:							
Regional Community Services Fund.....	124	86	80	88	91	93	96
Receipts paid into Consolidated Account.....	-	(1,675)	(1,675)	-	-	-	-
Net cash provided by State Government.....	703,511	711,863	689,454	707,336	761,429	770,226	783,934
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(158,893)	(179,372)	(179,640)	(178,001)	(168,856)	(167,577)	(170,020)
Supplies and services.....	(689,045)	(765,018)	(744,329)	(744,902)	(757,524)	(776,746)	(796,978)
Accommodation.....	(11,060)	(11,836)	(10,543)	(10,483)	(10,525)	(10,530)	(10,530)
Other payments.....	(73,581)	(79,936)	(76,440)	(82,424)	(79,231)	(81,391)	(85,609)
Receipts							
Grants and subsidies.....	165,103	231,857	231,472	219,581	171,941	179,940	188,932
Sale of goods and services.....	8,137	8,535	8,535	6,600	3,852	3,895	3,938
GST receipts.....	71,051	74,796	72,380	78,889	75,370	77,463	81,613
Other receipts.....	11,312	5,500	5,500	5,500	5,500	5,500	5,500
Net cash from operating activities.....	(676,976)	(715,474)	(693,065)	(705,240)	(759,473)	(769,446)	(783,154)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(12,927)	(2,903)	(2,903)	(1,316)	(1,176)	-	-
Proceeds from sale of non-current assets.....	1,535	1,675	1,675	-	-	-	-
Net cash from investing activities.....	(11,392)	(1,228)	(1,228)	(1,316)	(1,176)	-	-
NET INCREASE/(DECREASE) IN CASH HELD	15,143	(4,839)	(4,839)	780	780	780	780
Cash assets at the beginning of the reporting period.....	11,515	10,182	26,658	21,819	22,599	23,379	24,159
Cash assets at the end of the reporting period	26,658	5,343	21,819	22,599	23,379	24,159	24,939

(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.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	-	-	13,472	13,472
Receipts:				
Appropriations.....	15,465	57,990	57,776	83,690
Other	10,230	47,170	45,302	62,100
	25,695	105,160	116,550	159,262
Payments	12,223	105,160	103,078	145,790
CLOSING BALANCE	13,472	-	13,472	13,472

Part 17

Minister for Mental Health; Child Protection

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Mental Health Commission			
	– Delivery of Services.....	628,076	652,861	669,489
	– Administered Grants, Subsidies and Other Transfer Payments ...	7,303	7,291	7,569
	Total.....	635,379	660,152	677,058
	Child Protection and Family Support			
	– Delivery of Services.....	569,044	565,403	582,885
	– Capital Appropriation.....	4,090	4,090	699
	Total.....	573,134	569,493	583,584
	GRAND TOTAL			
	– Delivery of Services.....	1,197,120	1,218,264	1,252,374
	– Administered Grants, Subsidies and Other Transfer Payments ...	7,303	7,291	7,569
	– Capital Appropriation.....	4,090	4,090	699
	Total	1,208,513	1,229,645	1,260,642

Division 74 Mental Health Commission

Part 17 Minister for Mental Health; Child Protection

Appropriations, Expenses and Cash Assets

	2014-15 Actual ^(a) \$'000	2015-16 Budget ^(a) \$'000	2015-16 Estimated Actual ^(a) \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 115 Net amount appropriated to deliver services	594,854	627,293	652,078	668,680	676,722	686,264	692,109
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	759	783	783	809	809	809	809
Total appropriations provided to deliver services.....	595,613	628,076	652,861	669,489	677,531	687,073	692,918
ADMINISTERED TRANSACTIONS							
Item 116 Mental Health Advocacy Service...	1,907	2,477	2,477	2,654	2,662	2,669	2,677
Item 117 Mental Health Tribunal.....	1,999	2,383	2,383	2,653	2,665	2,677	2,689
Item 118 Office of the Chief Psychiatrist.....	1,314	2,443	2,431	2,262	2,312	2,361	2,412
TOTAL ADMINISTERED TRANSACTIONS ...	5,220	7,303	7,291	7,569	7,639	7,707	7,778
TOTAL APPROPRIATIONS	600,833	635,379	660,152	677,058	685,170	694,780	700,696
EXPENSES							
Total Cost of Services.....	794,946	838,418	851,046	865,772	879,052	897,731	909,080
Net Cost of Services ^(b)	604,436	640,806	665,439	683,050	688,419	698,474	699,540
CASH ASSETS ^(c)	32,212	17,322	23,788	17,609	17,754	17,899	18,044

(a) The Office of the Chief Psychiatrist, Mental Health Tribunal and Mental Health Advocacy Service were established as affiliated bodies of the Commission following the proclamation of the *Mental Health Act 2014* on 30 November 2015. These bodies will be funded through separate administered appropriation items to reflect their independence and to ensure transparency. The 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual financial data has been restated for comparability purposes to account for these functional changes, including the transfer of the Office of the Chief Psychiatrist from WA Health. These changes are detailed in the reconciliation table after the financial statements.

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Agency Expenditure Review Savings Measure					
Grants and Subsidies.....	-	(1,052)	(1,068)	(1,085)	(1,101)
Internal Resourcing.....	-	(2,650)	(2,700)	(2,750)	(2,805)
Services Purchased from Non-Government Organisations.....	-	(2,909)	(3,422)	(3,542)	(3,431)
Alcohol Interlocks Assessment and Treatment Service.....	-	600	-	-	-
Grant Funded Programs					
Aboriginal, Alcohol and Other Drug, Workforce Development.....	181	181	181	-	-
Parents, Young People and Alcohol Campaign.....	639	659	678	-	-
Specialist Training Program.....	100	-	-	-	-
Strong Spirit Strong Mind, Quitline and Blood Borne Virus Initiatives.....	1,655	-	-	-	-
Mental Health Court Diversion Program.....	-	3,061	3,150	3,250	-
Non-Acute Community Long Stay.....	-	590	1,400	-	-
Non-Government Human Services Sector Indexation Adjustment.....	(1,657)	(3,526)	(3,557)	(3,695)	-
Other Revenue Recoups.....	200	200	200	-	-
Police Co-Response Trial.....	487	-	-	-	-
Public Hospital Services - Revised Activity and Cost Settings.....	15,214	5,708	(2,516)	(6,279)	(10,309)
Revised 1.5% Public Sector Wages Policy					
Hospital Services.....	-	(2,111)	(7,497)	(13,399)	(20,182)
Mental Health Commission.....	-	(146)	(490)	(820)	(1,168)
Revision to Indexation for Non-Salary Expenses.....	-	(165)	(286)	-	-
Royalties for Regions					
North West Drug and Alcohol Support Program.....	-	-	6,185	6,398	6,619
Sub-Acute Services in Bunbury.....	-	(700)	(900)	(900)	-
Sub-Acute Services in Karratha.....	-	(1,700)	(900)	(800)	-
Sub-Acute Services in Broome.....	-	(559)	664	680	739
Sub-Acute Services in Goldfields.....	(1,288)	(1,315)	(1,348)	(1,382)	(1,417)
Sub-Acute Services in Rockingham.....	(942)	-	-	-	-
Transfer of Funding - Office of the Chief Psychiatrist.....	719	1,499	1,533	1,571	1,610
Targeted Voluntary Separation Scheme.....	(45)	(46)	(47)	(48)	(48)
Western Australian Meth Strategy - Specialist Drug Services for					
Methamphetamine Users.....	-	7,394	7,516	-	-
Workforce Development Training Cost Recovery.....	-	281	288	295	302
Youth Focus Counselling Services.....	153	156	80	-	-

Significant Issues Impacting the Agency

Mental Health Activity in the Public Hospital System

- 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 consistent with Commonwealth requirements under the National Health Reform Agreement (NHRA).
- To ensure Western Australians continue to have access to safe and high quality services, \$645 million will be spent on public hospital specialised mental health activity in 2016-17 to purchase a range of services including admitted, non-admitted and teaching training and research services. This includes 57,464 inpatient weighted activity units from specialised mental health wards.
- The Commission will also focus on service quality in 2016-17 and the Commission, WA Health and the Chief Psychiatrist will work closely in this area through a formal Co-leadership Safety and Quality Mental Health Steering Group. The Commission is also working alongside WA Health to improve performance monitoring and evaluation of the services purchased by the Commission from WA Health. Another mechanism for quality monitoring includes the collection and analysis of patient follow up within seven days post discharge which has been identified as a significant factor in preventing deterioration in mental health.

Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025: Better Choices. Better Lives

- The Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025: Better Choices. Better lives. was released on 7 December 2015, following an extensive public consultation process.
- The Plan provides guidance and direction for future reform to provide coordinated and best practice mental health, and drug and alcohol services.
- The Commission has begun implementation of priority actions from the Plan including: delivery of police co-response; implementation of community sub-acute services; opening of 136 new and replacement mental health inpatient beds; the mental health court diversion program; and development of prevention, workforce and accommodation strategies.
- The Commission is working closely with key stakeholders, including government, non-government, Commonwealth, private providers and the Western Australian Primary Health Alliance regarding the implementation of the Plan.

Mental Health Infrastructure

- Step-up/step-down community sub-acute services provide a place where a person, who may have been in hospital, can have access to additional clinical and psycho-social support. Sub-acute services at Rockingham are anticipated to open in August 2016. Further planning work for services in Broome, Bunbury and Karratha is underway.
- Based on an average length of stay of 24 days and occupancy of 85%, once established the new units will provide approximately 420 admissions a year.

Other Mental Health Issues

- Development of the Fifth National Mental Health Plan is being led by the Mental Health, Drug and Alcohol Principal Committee of the Australian Health Minister's Advisory Council of which the Commission is a member.
- The *Mental Health Act 2014* commenced on 30 November 2015. The new legislation enhances rights and safeguards for involuntary patients, families and carers. The Commission, the Office of Mental Health, the Chief Psychiatrist, and Area Health Services, are continuing to work together to facilitate a smooth transitional period, address queries raised by services, ensure ongoing education and training and monitor and evaluate implementation.
- In February 2016, WA Health contracted with three patient transport operators to provide a safe and timely transport option for people subject to a Transport Order under the *Mental Health Act 2014*. The new mental health transport service commenced on 29 February 2016, and operates in the metropolitan area including providing transports to Bunbury Health Service.
- The Mental Health Court Diversion Program provides a tailored response to offending behaviour that is linked to mental illness. Since it was launched as a pilot program in 2013, the courts have referred 934 adults and 898 children for treatment. Additional funding of \$13.1 million has been allocated over three years from 2016-17 to 2018-19 (including \$9.5 million to the Commission) for continuation of the program.
- In January 2016, a two year trial Western Australia Police and Mental Health Co-Response service commenced operation, providing timely mental health assessment and referral for treatment and support for people experiencing a crisis, who come into contact with the police officers.
- The Commission is working to provide an Online Services Directory utilising the National Health Services Directory. The directory aims to improve access and information, relating to Commonwealth, State and non-government organisation funded mental health, alcohol and other drug treatment services.
- On 18 November 2015, the *Misuse of Drugs Amendment (Psychoactive Substances) Act 2015* (the Act) was proclaimed. The Act prohibits the sale, supply, manufacture, advertising and promotion of any psychoactive substance, or a substance purported to have a psychoactive effect, unless otherwise exempted. It complements similar Commonwealth legislation designed to intercept these drugs at the Australian border.

Drug and Alcohol Services

- Levels of alcohol consumption and related harm are disproportionately high in the Kimberley, Pilbara, and Mid West regions. Royalties for Regions funding of \$19.2 million has enabled the significant expansion of service provision through the North West Drug and Alcohol Support program to be sustained in these regions until 30 June 2020.
- In 2015, following the introduction of new funding there was an additional 345 opened treatment episodes: an increase of 38.1% in the Kimberley and 36.4% in the Pilbara. An average of 70% of treatment episodes were completed as planned and almost half (42.3%) of all people completing treatment reduced the frequency of use of their primary drug of concern, which is higher than the State average of 39.8%. Client satisfaction with services increased from 57% to 66.9% in the Kimberley and 82.8% to 85% in the Pilbara.

Suicide Prevention

- Suicide remains the leading cause of death for Australians aged between 15 and 44 years. The most recent Australian Bureau of Statistics (ABS) data indicates 374 people took their own lives in Western Australia in 2014.
- A State-wide suicide prevention strategy, Suicide Prevention 2020: Together we can save lives, was allocated \$25.9 million in the 2015-16 Budget and will run over four years.
- In 2015-16, a Request for Tender was released to provide long-term support for children and young people bereaved by suicide. Evidence reveals that this group is at higher risk of death by suicide and this is part of the action area addressing suicide prevention in high risk groups. It is the first of its kind in Australia and will be complemented by a family counselling initiative.
- Work continues to create the Western Australian Coronial Suicide Information System. This will provide more in-depth understanding of suicide in Western Australia with a view to informing prevention strategies.
- The Response to Suicide and Self Harm in Schools Program continues to target support and assistance across the State in all education sectors. The aim is to provide immediate support for children at risk and capacity building of staff through awareness, reduction of stigma and additional training.
- A targeted round of small grants totalling \$200,000 was released in 2015-16. The aim is to provide grants in support of community-based suicide prevention with this grants round aimed specifically at training.
- In response to community need, a tender to purchase a culturally secure suicide prevention training program dedicated to Aboriginal communities will be released to market before the end of 2015-16.

Western Australian Meth Strategy

- Funding of \$14.9 million over two years (\$7.4 million in 2016-17 and \$7.5 million in 2017-18) has been approved for:
 - the expansion of existing alcohol and other drug community based treatment services;
 - clinical nurse liaison positions;
 - community based low medical withdrawal and residential rehabilitation beds;
 - a rapid intervention and assessment service within the Commission's Next Step Drug and Alcohol Service; and
 - the establishment of a State Ice Help Hotline to enable priority access to services for methamphetamine users.
- In addition \$1.3 million will be spent on the Drug Aware Methamphetamine Campaign.
- Other Government departments will also contribute funding and resources to the overall Western Australian Meth Strategy.

Agency Expenditure Review

- In the Government's 2015-16 Mid-year Review it was announced that the Commission will be subject to an Agency Expenditure Review. The Government has approved a number of initiatives both within the Commission and its contracted activities/services to achieve the required reduction in funding of \$28.5 million between 2016-17 and 2019-20. The review is intended to ensure that programs and activities being delivered by the Commission are consistent with the priorities articulated in the Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025, and are being delivered as efficiently and effectively as possible.

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.	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	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Prevention	21,194	17,032	20,111	19,507	19,925	18,266	12,657
2. Hospital Bed Based Services	322,073	337,452	356,259	364,119	371,217	382,261	393,683
3. Community Bed Based Services	39,456	42,041	43,091	49,036	53,454	51,428	48,565
4. Community Treatment.....	361,890	383,181	374,159	381,704	382,632	391,420	399,509
5. Community Support	50,333	58,712	57,426	51,406	51,824	54,356	54,666
Total Cost of Services	794,946	838,418	851,046	865,772	879,052	897,731	909,080

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 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)	-0.2%	-0.2%	-1.8%	-1.8%	
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)	+2%	+2%	+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	+3.4%	+3.4%	+3.4%	+3.4%	
Correct take out messages for alcohol and other drug campaigns among target population ^(d)	72.8%	61%	72.8%	72.8%	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 ^(e)	13.6%	<=12%	17.1%	<=12%	2
Percentage of contacts with community-based public mental health non-admitted services within seven days post discharge from public mental health inpatient units ^(f)	56.2%	>=70%	56.1%	>=70%	3
Percentage of closed alcohol and other drug treatment episodes completed as planned ^(g)	72.7%	76%	72.5%	>=76%	
Percentage of community organisations contracted to provide mental health services that met the National Standards for Mental Health Services (2010) through independent evaluation ^(h)	n/a	n/a	90%	100%	
Percentage of the population receiving public clinical mental health care (national indicator) ⁽ⁱ⁾	2.1%	>2.1%	2.2%	>=2.2%	

(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), which is a measure of non-specific psychological distress (e.g. negative emotional states). Data is sourced from the ABS National Health Survey 2011-12 and 2014-15 (the survey is conducted every three years). The 2014-15 survey was conducted in all states and territories and across urban, rural and remote areas of Australia (other than very remote areas), and included around 19,000 people in nearly 15,000 private dwellings. Trained ABS interviewers conducted personal interviews with selected residents in sampled dwellings. The national K10 figure increased from 10.8% to 11.7% between surveys while Western Australia decreased from 10.6% to 9.9%.

(c) This indicator presents information on the Western Australian prevalence rate for illicit drugs and alcohol. Prevalence of recent use (in the last year) of illicit drugs and consumption of alcohol at levels associated with long-term risk of harm for those aged 14 years and over are sourced from the National Drug Strategy Household Survey which is conducted every three years. Results from the 2013 survey are presented because the 2016 results will not become available until mid-2017. The 2016-17 Budget Target will therefore remain the same.

(d) This indicator reports on the percentage of 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.

(e) A readmission for any of the separations identified as 'in scope' is defined as an admission to any acute specialised mental health inpatient unit in Western Australia and includes admissions to specialised mental health inpatient units in publicly funded private hospitals. 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. Data for the 2015-16 Estimated Actual relates to the most recent available data (September 2014 to August 2015).

(f) 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 2014-15 Actual relates to the 2014 calendar year. Data for the 2015-16 Estimated Actual relates to the most recent available data (November 2014 to October 2015).

(g) This is an indicator of the quality of alcohol and other drug treatment supports and 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. Data for the 2015-16 Estimated Actual relates to the most recent data available (October 2014 to September 2015).

(h) The program of evaluation of contracted non-government organisations against the National Standards for Mental Health Services commenced in February 2015. As this is such a new indicator, agencies are only required to meet 80% of the Standards for the first three years of reporting for this indicator. The 2016-17 Budget Target is for 100% of the agencies evaluated to achieve at least 80% of the Standards.

(i) This indicator measures the accessibility of public specialised mental health services, including inpatient, community and community residential services. The 2016-17 Budget Target was revised to >=2.2% as the 2015-16 Budget Target of >2.1% was met in the 2015-16 Estimated Actual. Data for the 2015-16 Estimated Actual relates to the 2015 calendar year.

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual is higher than the 2015-16 Budget due to the inclusion of new media channels. Alcohol. Think Again campaigns have responded to recent shifts in media consumption by now using an integrated media channel strategy to successfully reach a much harder to reach target group.
2. The 2015-16 Estimated Actual readmission rate has been impacted by the introduction of new models of care such as hospital in the home and recording and reporting of the data which is currently being investigated further. The Commission has implemented a monitoring program for this key effectiveness measure and is regularly reviewing current results with WA Health to further improve performance and enhance data capture.
3. The 2015-16 and 2016-17 targets are 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. In addition, patients who are discharged and are followed up on the same day are not included in this indicator. The Commission has implemented a monitoring program for this key effectiveness measure and is regularly reviewing current results with WA Health to further improve performance and enhance data capture.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 21,194	\$'000 17,032	\$'000 20,111	\$'000 19,507	1
Less Income	3,765	86	2,643	1,317	1
Net Cost of Service.....	17,429	16,946	17,468	18,190	
Employees (Full Time Equivalents).....	22	21	30	23	
Efficiency Indicators					
Cost per Capita to Enhance Mental Health and Wellbeing and Prevent Suicide (Illness Prevention, Promotion and Protection Activities)	\$4	\$4	\$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	\$5	\$3	\$4	\$4	1
Cost per Person of Alcohol and Other Drug Campaign Target Groups Who are Aware of, and Correctly Recall, the Main Campaign Messages ^(a)	\$0.76	\$0.45	\$0.81	\$0.68	2

(a) This indicator reports on the cost efficiency of the alcohol and other drug campaigns, which are social marketing programs aimed at raising awareness of the risk of alcohol and other drug-related harms.

Explanation of Significant Movements

(Notes)

1. The variation between the 2015-16 Estimated Actual and the 2015-16 Budget reflects the inclusion in the cost of service for 2015-16 of previous Commonwealth and other grant funding for Drug and Alcohol Services. This was not included in the 2015-16 Budget because confirmation of Commonwealth and other grant funding had not been received at the time. 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 the 2016-17 Budget Target.
2. The significant variation between the 2015-16 Budget and the 2015-16 Estimated Actual is due to a change in media strategy and reallocation of internal funding to respond to shifts in media consumption by the target group. Costs per person is expected to stabilise in 2016-17.

2. Hospital Bed Based services

Hospital based services include acute and sub-acute inpatient units, mental health observation areas and hospital in the home.

	2014-15 Actual ^(a)	2015-16 Budget ^(a)	2015-16 Estimated Actual ^(a)	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 322,073	\$'000 337,452	\$'000 356,259	\$'000 364,119	
Less Income	106,624	122,729	107,333	112,728	1
Net Cost of Service ^(a)	215,449	214,723	248,926	251,391	
Employees (Full Time Equivalents).....	95	88	104	98	
Efficiency Indicators					
Average Length of Stay in Purchased Acute Specialised Mental Health Units ^(b)	15 days	<15 days	14 days	<15 days	
Average Cost per Purchased Bed-day in Acute Specialised Mental Health Units	\$1,273	\$1,345	\$1,429	\$1,441	2
Average Length of Stay in Purchased Sub-Acute Specialised Mental Health Units	105 days	103 days	93 days	<103 days	3
Average Cost per Purchased Bed-day in Sub-Acute Specialised Mental Health Units	\$1,378	\$1,315	\$1,352	\$1,383	
Average Length of Stay in Purchased Hospital in the Home Mental Health Units	21 days	15 days	23 days	<22 days	4
Average Cost per Purchased Bed-day in Hospital in the Home Mental Health Units	\$1,156	\$1,001	\$1,381	\$1,393	2
Average Length of Stay in Purchased Forensic Mental Health Units	49 days	50 days	53 days	<50 days	
Average Cost per Purchased Bed-day in Forensic Mental Health Units	\$1,285	\$1,235	\$1,281	\$1,310	

- (a) The Office of the Chief Psychiatrist, Mental Health Tribunal and Mental Health Advocacy Service were established as affiliated bodies of the Commission following the proclamation of the *Mental Health Act 2014* on 30 November 2015. These bodies will be funded through separate administered appropriation items to reflect their independence and to ensure transparency. The 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual financial data has been restated for comparability purposes to account for these functional changes, including the transfer of the Office of the Chief Psychiatrist from WA Health. These changes are detailed in the reconciliation table after the financial statements.
- (b) Acute inpatient services include the Next Step and Drug and Alcohol Youth Service (DAYS) inpatient withdrawal units. Data for average length of stay for the 2014-15 Actual and 2015-16 Estimated Actual relate to the 2014 and 2015 calendar years respectively.

Explanation of Significant Movements

(Notes)

- The decrease in revenue of \$15.4 million between the 2015-16 Budget and the 2015-16 Estimated Actual is mainly due to a decrease in the Commonwealth contribution under the National Health Reform Agreement for admitted patient services.
- The 2015-16 Estimated Actual and 2016-17 Budget Target use an updated national activity based funding model (2015-16 activity model) which more appropriately weights mental health activity. This is a significant driver of the higher cost of mental health services in the 2015-16 Estimated Actual and 2016-17 Budget Target compared to the 2015-16 Budget. Further refinements to the national activity based funding model are expected in 2016-17 before the introduction of a new Australian Mental Health Care Classification.
- The 2015-16 Estimated Actual has decreased relative to the 2015-16 Budget. It is noted that significant variations can occur because of the low number of separations.
- The 2016-17 Budget Target was revised to < 22 days as Hospital in the Home average length of stay is typically seven days longer than an acute unit stay based on the latest available research.

3. Community Bed Based services

Community bed based services are focused on providing recovery-oriented services and residential rehabilitation in a home-like environment.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 39,456	\$'000 42,041	\$'000 43,091	\$'000 49,036	1
Less Income	-	2,095	125	40	
Net Cost of Service.....	39,456	39,946	42,966	48,996	
Employees (Full Time Equivalents).....	9	8	8	9	
Efficiency Indicators					
Average Cost per Purchased Bed-day in Non-Acute (24 Hours Support)					
Community Bed Based Services	\$230	\$239	\$237	\$240	
Average Cost per Purchased Bed-day in Non-Acute (Hospital/Nursing Home)	\$203	\$208	\$207	\$230	2
Average Cost per Purchased Bed-day in Step Up/Step Down Community Bed Based Units	\$594	\$583	\$592	\$628	
Cost per Treatment Episode in Alcohol and Other Drug Residential Rehabilitation Services Completed as Planned or Client Still in Treatment	\$5,675	\$6,654	\$8,436	\$9,291	3

Explanation of Significant Movements

(Notes)

1. The increase between the 2015-16 Estimated Actual and the 2016-17 Budget Target is mainly due to increases in residential rehabilitation services for methamphetamine users of \$3.1 million together with an increase in sub-acute services of \$1.5 million.
2. The increased cost per purchased bed-day for the 2016-17 Budget Target reflects new activity commencing in 2016-17 and associated start-up costs of expanded services.
3. The 2015-16 Estimated Actual is significantly higher than the 2014-15 Actual and 2015-16 Budget due to movements in the methodology used to calculate this efficiency indicator. The revised methodology includes all cases that incur a cost irrespective of the treatment outcome. The further increase in the 2016-17 Budget Target is due to extra funding for an expansion of methamphetamine-related residential rehabilitation and withdrawal services.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 361,890	\$'000 383,181	\$'000 374,159	\$'000 381,704	
Less Income	75,659	69,262	70,016	68,597	
Net Cost of Service	286,231	313,919	304,143	313,107	
Employees (Full Time Equivalents).....	173	174	172	167	
Efficiency Indicators					
Average Cost per Purchased Treatment Day of Ambulatory Care Provided by Public Clinical Mental Health Services (National Indicator)	\$501	\$503	\$489	\$491	
Average Treatment Days per Episode of Ambulatory Care Provided by Public Clinical Mental Health Services.....	5	5	5	<5	
Cost per Treatment Episode in Community Based Alcohol and Other Drug Services Completed as Planned or Client Still in Treatment	\$2,036	\$2,097	\$1,812	\$1,705	1

Explanation of Significant Movements

(Notes)

- The significant decrease for the 2015-16 Estimated Actual in comparison to the 2014-15 Actual and 2015-16 Budget can be attributed to an improvement in methodology related to data extraction. The revised methodology includes all cases that incur a cost irrespective of the treatment outcome. The decrease in the 2016-17 Budget Target is due to the expected increase in community based treatment services in 2016-17.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 50,333	\$'000 58,712	\$'000 57,426	\$'000 51,406	1
Less Income	4,462	3,440	5,490	40	1
Net Cost of Service	45,871	55,272	51,936	51,366	
Employees (Full Time Equivalents).....	11	11	11	7	
Efficiency Indicators					
Average Cost per Hour of Community Support Provided to People with Mental Health Problems	\$130	\$132	\$145	\$130	2
Average Cost per Episode of Community Support Provided for Alcohol and Other Drug Services.....	\$12,497	\$11,562	\$9,137	\$9,277	3
Average Cost per Package of Care Provided for the Individualised Community Living Strategy.....	\$65,430	\$90,754	\$86,781	\$71,325	4
Cost per Episode of Care in Safe Places for Intoxicated People	\$347	\$336	\$357	\$361	

Explanation of Significant Movements

(Notes)

1. The decrease between the 2015-16 Estimated Actual and the 2016-17 Budget Target is mainly due to the reduction in Commonwealth funding for the Individualised Community Living Initiative and Assertive Community Intervention Program.
2. The significant increase in the 2015-16 Estimated Actual in comparison to the 2014-15 Actual and 2015-16 Budget can be attributed to improvements in data capture processes. The decrease in the 2016-17 Budget Target is due to the cessation of a Commonwealth funded program.
3. The 2015-16 Estimated Actual and 2016-17 Budget Target are significantly lower than the 2014-15 Actual and 2015-16 Budget. It is noted that there is a small volume of cases and hence there is a higher variability in cost.
4. Support packages are allocated and commence at staggered times throughout the financial year and therefore include part payments that are not reflective of the full year costs for an individual. Additionally, there have been delays in commencement of support packages when backfilling client vacancies. The significant increases for the 2015-16 Budget and 2015-16 Estimated Actual in comparison to the 2014-15 Actual and 2016-17 Budget Target are due to several factors. In 2014-15, referrals were only accepted for clients in the low to medium support range which have a lower average cost per package. Additionally, on average the package unit cost reduces in line with an individual's recovery, which contributes to the lower cost per package expected in 2016-17.

Asset Investment Program

Royalties for Regions funding has been budgeted for the building of sub-acute mental health facilities in Karratha and Bunbury. Construction is expected to commence in 2015-16.

The \$4.3 million asset sales revenue represents the estimated sale price of the Drug and Alcohol Office's Mount Lawley premises following relocation to new office accommodation. The sale proceeds will be returned to the Consolidated Account.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Bunbury Mental Health Sub-acute Unit ^(a)	5,400	1,000	1,000	4,100	300	-	-
Karratha Mental Health Sub-acute Unit ^(a)	8,100	1,400	1,400	6,300	400	-	-
Total Cost of Asset Investment Program	13,500	2,400	2,400	10,400	700	-	-
Loan and Other Repayments			4,312	-	-	-	-
Total	13,500	2,400	6,712	10,400	700	-	-
FUNDED BY							
Asset Sales.....			4,312	-	-	-	-
Drawdowns from Royalties for Regions Fund ^(b)			2,400	10,400	700	-	-
Total Funding			6,712	10,400	700	-	-

(a) Funded from the Royalties for Regions Fund.

(b) Regional Community Services Fund.

Financial Statements

Income Statement

Expenses

Total Cost of Services is estimated to increase by \$15.4 million compared to the 2015-16 Estimated Actual. This is mainly due to an increase in purchased mental health hospital services of \$18.1 million partially offset by a decrease in mental health and drug and alcohol services purchased from non-government organisations of \$4.4 million.

Income

Consistent with the movement in the Total Cost of Services, income from the State Government is anticipated to increase by \$16.2 million between 2015-16 and 2016-17, mainly due to an increase in specialised mental health services purchased from WA Health.

Statement of Financial Position

Total assets are expected to increase by \$4.2 million between 2015-16 and 2016-17. This reflects \$10.4 million expenditure on Royalties for Regions funded sub-acute facilities in Karratha and Bunbury partially offset by a decrease in cash balances of \$6.2 million.

Statement of Cashflows

The decrease in cash balances of \$6.2 million between the 2016-17 Budget and the 2015-16 Actual is due to the return of \$3.8 million in cash reserves to the Consolidated Account together with expenses funded from cash balances including accommodation expenses of \$1.7 million and a capital grant to the Housing Authority of \$0.7 million.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	41,368	38,570	40,812	39,336	38,813	37,970	38,112
Grants and subsidies ^(c)	6,243	3,820	6,731	3,063	1,716	1,819	611
Supplies and services	153,513	172,472	164,666	168,508	167,022	164,851	153,649
Accommodation	1,049	4,254	4,254	2,396	2,477	2,538	2,513
Depreciation and amortisation	414	336	336	341	341	341	341
Service Delivery Agreement - WA Health.....	583,734	612,041	627,255	645,357	662,141	684,702	708,312
Other expenses.....	7,160	5,319	6,269	6,771	6,542	5,510	5,542
TOTAL COST OF SERVICES	793,481	836,812	850,323	865,772	879,052	897,731	909,080
Income							
Sale of goods and services.....	-	-	4,520	7,850	7,927	8,002	8,080
Grants and subsidies.....	11,256	8,855	12,070	2,302	939	-	-
National Health Reform Agreement	173,312	181,028	165,620	172,370	181,567	191,255	201,460
Other revenue.....	722	426	626	200	200	-	-
Total Income.....	185,290	190,309	182,836	182,722	190,633	199,257	209,540
NET COST OF SERVICES	608,191	646,503	667,487	683,050	688,419	698,474	699,540
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	599,519	633,889	654,911	669,489	677,531	687,073	692,918
Resources received free of charge	3,287	-	-	-	-	-	-
Royalties for Regions Fund: Regional Community Services Fund	5,712	5,633	5,630	7,233	10,888	11,401	6,622
TOTAL INCOME FROM STATE GOVERNMENT	608,518	639,522	660,541	676,722	688,419	698,474	699,540
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	327	(6,981)	(6,946)	(6,328)	-	-	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 310, 325 and 304 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Department for Child Protection							
National Perinatal Depression Initiative.....	165	-	-	-	-	-	-
Youth Crisis Accommodation Support.....	427	442	442	-	-	-	-
Department of Education - Suicide Prevention Strategy.....	422	-	337	345	354	363	-
Department of Health							
National Perinatal Depression Initiative.....	417	-	-	-	-	-	-
Mobile Clinical Outreach Team.....	-	706	706	706	-	-	-
Housing Authority - Capital Grants Broome Sub-acute	-	-	1,900	700	-	-	-
Non-Government Grants							
National Perinatal Depression Initiative.....	814	504	504	-	-	-	-
Suicide Prevention Strategy	2,159	600	600	800	826	854	-
Prevention and Anti-Stigma	710	760	760	171	162	153	144
Workforce Development	326	460	460	-	-	-	-
Other.....	803	348	1,022	341	374	449	467
TOTAL	6,243	3,820	6,731	3,063	1,716	1,819	611

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	27,094	12,580	19,158	12,834	12,834	12,834	12,834
Restricted cash	5,118	4,321	4,630	4,775	4,920	5,065	5,210
Receivables	63	322	63	63	63	63	63
Other	111	104	111	111	111	111	111
Total current assets	32,386	17,327	23,962	17,783	17,928	18,073	18,218
NON-CURRENT ASSETS							
Holding account receivables	4,905	5,145	5,241	5,582	5,923	6,264	6,605
Property, plant and equipment	23,571	29,120	21,749	31,808	32,167	31,826	31,485
Restricted cash	-	421	-	-	-	-	-
Other	12	71	12	12	12	12	12
Total non-current assets	28,488	34,757	27,002	37,402	38,102	38,102	38,102
TOTAL ASSETS	60,874	52,084	50,964	55,185	56,030	56,175	56,320
CURRENT LIABILITIES							
Employee provisions	7,071	6,162	7,036	7,040	7,040	7,107	7,107
Payables	2,877	1,818	2,877	2,877	2,877	2,911	2,911
Other	1,409	1,134	-	145	290	435	580
Total current liabilities	11,357	9,114	9,913	10,062	10,207	10,453	10,598
NON-CURRENT LIABILITIES							
Employee provisions	1,652	1,553	2,044	2,044	2,044	1,943	1,943
Total non-current liabilities	1,652	1,553	2,044	2,044	2,044	1,943	1,943
TOTAL LIABILITIES	13,009	10,667	11,957	12,106	12,251	12,396	12,541
EQUITY							
Contributed equity	24,653	30,154	22,741	33,141	33,841	33,841	33,841
Accumulated surplus/(deficit)	22,604	10,894	15,658	9,330	9,330	9,330	9,330
Reserves	608	369	608	608	608	608	608
Total equity	47,865	41,417	39,007	43,079	43,779	43,779	43,779
TOTAL LIABILITIES AND EQUITY	60,874	52,084	50,964	55,185	56,030	56,175	56,320

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	599,240	633,649	654,575	669,148	677,190	686,732	692,577
Royalties for Regions Fund:							
Regional Community Services Fund.....	5,800	15,533	8,030	17,633	11,588	11,401	6,622
Receipts paid into Consolidated Account.....	(340)	(4,312)	(4,312)	-	-	-	-
Net cash provided by State Government.....	604,700	644,870	658,293	686,781	688,778	698,133	699,199
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(40,043)	(38,628)	(42,256)	(39,187)	(38,668)	(37,825)	(37,967)
Grants and subsidies.....	(6,298)	(3,820)	(6,731)	(3,063)	(1,716)	(1,819)	(611)
Supplies and services	(152,490)	(172,460)	(164,654)	(168,508)	(167,022)	(164,843)	(153,641)
Accommodation	(1,010)	(4,254)	(4,254)	(2,396)	(2,477)	(2,538)	(2,513)
Service Delivery Agreement - WA Health.....	(580,491)	(612,041)	(627,256)	(645,357)	(662,141)	(684,702)	(708,312)
Other payments.....	(7,324)	(5,370)	(6,281)	(6,771)	(6,542)	(5,518)	(5,550)
Receipts ^(b)							
Grants and subsidies.....	11,256	8,855	12,070	2,302	939	-	-
National Health Reform Agreement	173,312	181,028	165,621	172,370	181,567	191,255	201,460
Sale of goods and services.....	-	-	4,520	7,850	7,927	8,002	8,080
Other receipts	1,009	-	200	200	200	-	-
Net cash from operating activities	(602,079)	(646,689)	(669,021)	(682,560)	(687,933)	(697,988)	(699,054)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(626)	(9,900)	(2,400)	(10,400)	(700)	-	-
Proceeds from sale of non-current assets.....	-	4,312	4,312	-	-	-	-
Net cash from investing activities.....	(626)	(5,588)	1,912	(10,400)	(700)	-	-
NET INCREASE/(DECREASE) IN CASH HELD	1,995	(7,407)	(8,816)	(6,179)	145	145	145
Cash assets at the beginning of the reporting period	30,217	24,729	32,212	23,788	17,609	17,754	17,899
Net cash transferred to/from other agencies....	-	-	392	-	-	-	-
Cash assets at the end of the reporting period	32,212	17,322	23,788	17,609	17,754	17,899	18,044

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Grants.....	7,598	7,376	7,557	181	181	-	-
Other Grant Funding	3,658	1,479	4,513	2,121	758	-	-
Sale of Goods and Services							
Revenue for Services Provided to Affiliated Bodies.....	-	-	4,520	7,569	7,639	7,707	7,778
Workforce Development Training.....	-	-	-	281	288	295	302
Other Receipts							
Other Receipts	1,009	-	200	200	200	-	-
TOTAL	12,265	8,855	16,790	10,352	9,066	8,002	8,080

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

RECONCILIATION RELATING TO MAJOR FUNCTIONAL TRANSFERS AND ACCOUNTING POLICY CHANGES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement	793,481	836,812	850,323	865,772	879,052	897,731	909,080
Transfer of the Office of the Chief Psychiatrist from WA Health	1,465	1,606	723	-	-	-	-
Adjusted Total Cost of Services	794,946	838,418	851,046	865,772	879,052	897,731	909,080
APPROPRIATIONS							
Service Appropriations as per Income Statement	599,519	633,889	654,911	669,489	677,531	687,073	692,918
Transfer of the Mental Health Advocacy Service to Administered Appropriation	(1,907)	(2,476)	(1,038)	-	-	-	-
Transfer of the Mental Health Tribunal to Administered Appropriation	(1,999)	(2,382)	(977)	-	-	-	-
Transfer of the Office of the Chief Psychiatrist to Administered Appropriation	-	(955)	(35)	-	-	-	-
Adjusted Total Appropriations Provided to Deliver Services	595,613	628,076	652,861	669,489	677,531	687,073	692,918
ADMINISTERED TRANSACTIONS							
Administered Appropriation as per Details of Administered Transactions	-	3	4,520	7,569	7,639	7,707	7,778
Transfer of the Mental Health Advocacy Services	1,907	2,476	1,038	-	-	-	-
Transfer of the Mental Health Tribunal	1,999	2,382	977	-	-	-	-
Transfer of the Office of the Chief Psychiatrist	-	955	35	-	-	-	-
Transfer of the Office of the Chief Psychiatrist from WA Health	1,314	1,487	721	-	-	-	-
Adjusted Total Administered Appropriation	5,220	7,303	7,291	7,569	7,639	7,707	7,778

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Administered Appropriation	-	3	4,520	7,569	7,639	7,707	7,778
TOTAL ADMINISTERED INCOME	-	3	4,520	7,569	7,639	7,707	7,778
EXPENSES							
Other							
Office of the Chief Psychiatrist	-	1	1,675	2,262	2,312	2,361	2,412
Mental Health Tribunal	-	1	1,406	2,653	2,665	2,677	2,689
Mental Health Advocacy Service	-	1	1,439	2,654	2,662	2,669	2,677
TOTAL ADMINISTERED EXPENSES	-	3	4,520	7,569	7,639	7,707	7,778

Agency Special Purpose Account Details

STATE MANAGED FUND SPECIAL PURPOSE ACCOUNT

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.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	-	-	-	-
Receipts:				
Appropriations.....	167,341	175,101	179,053	181,537
Other	72,023	71,663	73,580	74,969
	239,364	246,764	252,633	256,506
Payments	239,364	246,764	252,633	256,506
CLOSING BALANCE	-	-	-	-

Division 75 Child Protection and Family Support

Part 17 Minister for Mental Health; Child Protection

Appropriations, Expenses and Cash Assets

	2014-15 Actual ^(a) \$'000	2015-16 Budget ^(a) \$'000	2015-16 Estimated Actual ^(a) \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 119 Net amount appropriated to deliver services	548,504	568,589	565,052	582,534	586,873	603,646	626,258
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	443	455	351	351	351	351	351
Total appropriations provided to deliver services.....	548,947	569,044	565,403	582,885	587,224	603,997	626,609
CAPITAL							
Item 168 Capital Appropriation.....	6,750	4,090	4,090	699	3,418	1,150	1,150
TOTAL APPROPRIATIONS	555,697	573,134	569,493	583,584	590,642	605,147	627,759
EXPENSES							
Total Cost of Services.....	609,867	636,040	630,852	640,173	626,411	640,767	666,338
Net Cost of Services ^(b)	562,485	585,081	580,216	594,386	594,975	608,701	633,398
CASH ASSETS ^(c)	18,620	5,024	8,557	7,891	7,734	7,744	7,754

(a) The 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual financial data has been restated for comparability purposes to account for the transfer of Financial Counselling to the Department of Local Government and Communities as shown in the reconciliation table after the financial statements.

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Adjustment to Depreciation and Amortisation	-	2,451	2,196	-	-
Adjustment to Growth in Demand for Child Protection Services.....	-	(8,550)	(5,549)	860	10,505
Building Maintenance and Works Service Fee.....	-	(52)	(68)	(86)	(104)
Capping of Leave Liabilities at 2012-13 Levels.....	(2,481)	-	-	-	-
Contribution to the Regional Services Reform Unit	(167)	(172)	(196)	-	-
Government Regional Officer Housing	-	(254)	(342)	(342)	(342)
Hardship Utility Grant Scheme	(1,232)	6,974	-	-	-
Homelessness Services - National Affordable Housing Agreement.....	(592)	(829)	(1,093)	(1,058)	(1,033)
Kimberley Regional Initiative	1,035	1,079	1,105	-	-
Non-Government Human Services Sector Indexation Adjustment.....	(1,523)	-	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(115)	(2,453)	(4,876)	(7,557)
Revision to Indexation for Non-Salary Expenses	-	(1,423)	(3,828)	(6,269)	-
Revision to Own Source Revenue and Resources Received Free of Charge	126	184	257	330	529
Royalties for Regions					
Aboriginal Visitors Hostel Derby	-	49	302	323	1,704
Regional Workers Incentive Allowance Payments.....	25	-	-	-	1,534
Responsible Parenting Services	-	6,000	3,000	-	-
Salaries and Allowances Tribunal Determination.....	(104)	(116)	(128)	(128)	(128)
Targeted Voluntary Separation Scheme	(2,939)	(3,013)	(3,088)	(3,165)	(3,244)
Transfer of Financial Counselling Services to the Department of Local Government and Communities	(3,644)	(5,001)	(5,157)	(5,318)	(5,485)

Significant Issues Impacting the Agency

- The number of Aboriginal children entering care continues to grow at a much higher rate (9%) than non-Aboriginal children (3%) and they now comprise 53% of the children in care. Earlier and more targeted family support intervention is needed to address this and reduce the current level of demand for the Department's services.
- The ability to recruit and support foster carers for the increasing number of children who need to be placed into care continues to be a significant challenge for the Department and the community services sector. This need is particularly acute for Aboriginal children who are mostly cared for by extended family members and require robust support and access to a range of therapeutic services.
- Child protection notifications continue to grow. In 2014-15, the Department responded to more than 18,000 notifications of children at risk of abuse.
- Increased community awareness and less acceptance of family and domestic violence has also led to a significant growth in reports to the Department. Almost 28,000 reports were received and responded to in 2014-15, an increase of 29% from the previous year.
- In 2015-16, 33% of the Department's budget was invested in the community services sector. Greater alignment and partnership with community sector services is critical to divert families from the child protection system through earlier intervention, particularly vulnerable Aboriginal families.
- Reforms are underway in the delivery of out-of-home care to improve the effectiveness of the out-of-home care system, to improve life outcomes for children and address challenges including the over-representation of Aboriginal children.

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.	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	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Homelessness Services	49,167	54,170	53,105	51,984	33,010	33,293	33,819
2. Responsible Parenting Services	25,587	27,699	27,694	22,079	18,982	15,884	15,857
3. At Risk Youth Services	12,466	12,989	12,654	13,063	13,063	13,047	13,060
4. Family Support Services	35,463	38,351	37,313	37,950	30,672	30,394	30,191
5. Family and Domestic Violence Services ...	35,967	39,239	42,081	41,484	40,012	39,120	39,450
6. Working with Children Checks	12,545	13,130	13,426	13,854	13,942	14,029	14,109
7. Child Protection Assessments and Investigations	78,737	79,844	78,422	77,388	79,698	82,305	86,235
8. Child Centred Family Support Services	37,515	37,478	36,143	35,894	37,110	38,437	40,402
9. Care Arrangements for Children in the CEO's Care	242,004	250,412	242,167	257,164	268,693	280,906	301,308
10. Support Services for Children in the CEO's Care	80,416	82,728	87,847	89,313	91,229	93,352	91,907
Total Cost of Services	609,867	636,040	630,852	640,173	626,411	640,767	666,338

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 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.....	84%	85%	84%	85%	
Percentage of Parent Support clients who demonstrated positive gains in their parenting skills that resulted in improved child behaviour	86%	80%	84%	80%	
Percentage of at risk youth clients with some or all case management goals achieved on case closure ^(b)	n/a	n/a	89%	90%	
Percentage of family support service clients who reported confidence to manage as a result of receiving services	93%	95%	92%	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.....	75%	90%	76%	90%	1
Proportion of working with children cards issued within 30 days of lodgement where the applicant had no criminal record.....	91%	90%	99%	90%	
Proportion of decisions finalised within 60 days where the applicant for a working with children card had a criminal record.....	89%	90%	97%	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%	92%	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%	96%	95%	
Proportion of children who received a child centred family support service and did not enter care within 12 months of service completion.....	87%	90%	87%	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	66%	80%	67%	80%	2
Proportion of children in the CEO's care who felt safe in their care arrangement.....	93%	95%	94%	95%	
Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes	82%	90%	83%	90%	
Proportion of children in the CEO's care who felt supported in their care arrangement.....	85%	90%	83%	90%	

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

(b) This indicator is included for the first time in the 2016-17 Budget.

Explanation of Significant Movements

(Notes)

1. This indicator was included for the first time in the 2015-16 Budget. The Department has refined the methodology to measure the achievement of improved safety and accordingly, performance is significantly lower than the original target.
2. The estimated 2015-16 result of 67% is equal to the nationally reported result for all Australian child protection jurisdictions in 2014-15.

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.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	49,167	54,170	53,105	51,984	
Less Income	27,813	30,731	30,393	27,522	
Net Cost of Service	21,354	23,439	22,712	24,462	
Employees (Full Time Equivalents).....	20	20	20	20	
Efficiency Indicators					
Average Cost per Client ^(b)	\$3,558	\$3,897	\$3,574	\$3,713	

(a) For comparability purposes, the 2015-16 Budget has been restated to reflect the refinement in the allocation methodology for the National Affordable Housing Agreement funding.

(b) New key efficiency indicator from 1 July 2015. The comparative data for the 2014-15 Actual are unaudited and provided for comparability purposes. The number of clients for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 13,819, 13,900, 14,858 and 14,000 respectively.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	25,587	27,699	27,694	22,079	1
Less Income	145	21	21	20	
Net Cost of Service	25,442	27,678	27,673	22,059	
Employees (Full Time Equivalents).....	189	189	187	148	1
Efficiency Indicators					
Average Cost per Responsible Parenting Case ^(a)	\$10,456	\$11,080	\$11,020	\$11,040	

(a) New key efficiency indicator from 1 July 2015. The comparative data for the 2014-15 Actual are unaudited and provided for comparability purposes. The number of cases for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 2,447, 2,500, 2,513 and 2,000 respectively.

Explanation of Significant Movements

(Notes)

1. The reduction in the 2016-17 Budget Target is due to the finalisation of the Royalties for Regions funded Responsible Parenting Services expansion project over the next two years (2016-17 and 2017-18). The services established under the project will be transitioned into the Department's Earlier Intervention and Family Support Strategy, as part of future State-wide service delivery reforms.

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.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 12,466	\$'000 12,989	\$'000 12,654	\$'000 13,063	
Less Income	18	3	3	3	
Net Cost of Service	12,448	12,986	12,651	13,060	
Employees (Full Time Equivalents).....	23	23	25	25	
Efficiency Indicators					
Average Cost per Client ^(b)	\$771	\$866	\$946	\$933	1

(a) For comparability purposes, the 2015-16 Budget income has been restated to correct the misclassification of income in the 2015-16 Budget.

(b) New key efficiency indicator from 1 July 2015. The comparative data for the 2014-15 Actual are unaudited and provided for comparability purposes. The number of clients for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 16,174, 15,000, 13,375 and 14,000 respectively.

Explanation of Significant Movements

(Notes)

1. The increase in the Average Cost per Client for the 2015-16 Estimated Actual is due to the lower than anticipated number of clients following the introduction of service changes that require contracted services to undertake more intensive case management.

4. Family Support Services

Family support services that strengthen families' ability to overcome crisis in their lives and improve family functioning.

	2014-15 Actual ^(a)	2015-16 Budget ^(a)	2015-16 Estimated Actual ^(a)	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 35,463	\$'000 38,351	\$'000 37,313	\$'000 37,950	
Less Income	814	384	428	429	
Net Cost of Service	34,649	37,967	36,885	37,521	
Employees (Full Time Equivalents).....	116	116	118	123	
Efficiency Indicators					
Average Cost per Case ^{(b) (c)}	\$1,620	\$2,290	\$1,631	\$1,495	1

(a) The 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual financial data has been restated for comparability purposes to account for the transfer of Financial Counselling to the Department of Local Government and Communities as shown in the reconciliation table after the financial statements.

(b) New key efficiency indicator from 1 July 2015. The comparative data for the 2014-15 Actual are unaudited and provided for comparability purposes. The number of cases for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 10,969, 9,068, 11,558 and 13,000 respectively.

(c) The calculation of this indicator excludes expenditure on services that do not have quantifiable clients.

Explanation of Significant Movements

(Notes)

1. The inclusion of Family Support Network clients for the first time in the 2015-16 Estimated Actual results in a higher number of cases and a reduction in the Average Cost per Case.

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.

	2014-15 Actual ^(a)	2015-16 Budget ^(a)	2015-16 Estimated Actual ^(a)	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 35,967	\$'000 39,239	\$'000 42,081	\$'000 41,484	1
Less Income	10,595	13,050	12,778	10,692	1
Net Cost of Service.....	25,372	26,189	29,303	30,792	
Employees (Full Time Equivalents).....	21	21	26	26	1
Efficiency Indicators					
Average Cost per Client ^(b)	\$3,193	\$3,270	\$3,721	\$3,639	1

(a) For comparability purposes, the 2015-16 Budget has been restated to reflect the refinement in the allocation methodology for the National Affordable Housing Agreement funding.

(b) New key efficiency indicator from 1 July 2015. The comparative data for the 2014-15 Actual are unaudited and provided for comparability purposes. The number of clients for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 11,264, 12,000, 11,308 and 11,400 respectively.

Explanation of Significant Movements

(Notes)

- The increase in 2015-16 Estimated Actual compared to 2014-15 Actual is due to additional funding for the Kimberley Regional Initiative and additional Commonwealth funding under the National Partnership Agreement on Pay Equity, resulting in a higher Average Cost per Client.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 12,545	\$'000 13,130	\$'000 13,426	\$'000 13,854	
Less Income	6,328	6,523	6,726	6,842	
Net Cost of Service.....	6,217	6,607	6,700	7,012	
Employees (Full Time Equivalents).....	49	49	49	49	
Efficiency Indicators ^(a)					
Average Cost per Application Processed ^(b)	\$44	\$50	\$44	\$44	1
Average Cost per Screening Outcome ^(b)	\$62	\$73	\$68	\$66	

(a) The calculation of these indicators excludes the direct costs of compliance activities.

(b) New key efficiency indicators from 1 July 2015. The comparative data for the 2014-15 Actual are unaudited and provided for comparability purposes. The number of applications for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 111,932, 100,000, 115,000 and 120,000 respectively. The number of screenings for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 114,144, 100,000, 115,000 and 120,000 respectively.

Explanation of Significant Movements

(Notes)

- A higher than anticipated number of Working with Children card applications in the 2015-16 Estimated Actual has resulted in a lower than expected Average Cost per Application Processed.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 78,737	\$'000 79,844	\$'000 78,422	\$'000 77,388	
Less Income	381	53	68	67	
Net Cost of Service.....	78,356	79,791	78,354	77,321	
Employees (Full Time Equivalents).....	484	490	489	499	
Efficiency Indicators					
Average Cost per Child Involved in Child Protection Cases ^{(a) (b)}	\$4,321	\$4,436	\$4,319	\$4,299	

(a) The number of cases for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 18,223, 18,000, 18,159 and 18,000 respectively.

(b) The 2014-15 Actual figure varies from previously published figures due to a change in the calculation methodology as a result of the revision to the Department's Outcome Based Management reporting structure in 2015-16.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 37,515	\$'000 37,478	\$'000 36,143	\$'000 35,894	
Less Income	154	22	22	20	
Net Cost of Service.....	37,361	37,456	36,121	35,874	
Employees (Full Time Equivalents).....	200	203	202	205	
Efficiency Indicators					
Average Cost per Child Centred Family Support Case ^(a)	\$9,629	\$9,370	\$8,911	\$8,546	

(a) New key efficiency indicator from 1 July 2015. The comparative data for the 2014-15 Actual are unaudited and provided for comparability purposes. The number of cases for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 3,896, 4,000, 4,056 and 4,200 respectively.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 242,004	\$'000 250,412	\$'000 242,167	\$'000 257,164	
Less Income	748	117	142	136	
Net Cost of Service.....	241,256	250,295	242,025	257,028	
Employees (Full Time Equivalents).....	648	656	653	667	
Efficiency Indicators ^{(a) (b)}					
Average Cost per Day of a Foster Care Arrangement ^(c)	\$122	\$125	\$120	\$123	
Average Cost per Day of a Residential Based Care Arrangement ^(d)	\$1,246	\$1,208	\$1,275	\$1,235	
Average Cost per Day of an Exceptionally Complex Needs Care Arrangement ^(e)	\$1,396	\$1,487	\$1,828	\$1,987	1
Average Cost per Day of a Secure Care Arrangement ^(f)	\$3,386	\$3,805	\$3,530	\$3,541	

(a) New key efficiency indicators from 1 July 2015. The comparative data for the 2014-15 Actual are unaudited and provided for comparability purposes.

(b) The calculation of these indicators excludes expenditure on adoption services and other services that are not directly related to the provision of specific care arrangements.

(c) The number of days of foster care arrangements for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 1,353,755, 1,370,000, 1,389,036 and 1,458,000 respectively.

(d) The number of days of residential based care arrangements for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 40,017, 41,000, 38,593 and 40,000 respectively.

(e) The number of days of exceptionally complex needs care arrangements for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 9,383, 9,700, 6,688 and 7,000 respectively.

(f) The number of days of secure care arrangements for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 1,483, 1,300, 1,531 and 1,500 respectively.

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual average cost exceeds the 2015-16 Budget due to a lower than anticipated number of placement days.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 80,416	\$'000 82,728	\$'000 87,847	\$'000 89,313	
Less Income	386	55	55	56	
Net Cost of Service.....	80,030	82,673	87,792	89,257	
Employees (Full Time Equivalents).....	506	509	506	510	
Efficiency Indicators					
Average Cost per Day to Plan for and Support a Child in the CEO's Care ^(a)	\$51	\$51	\$54	\$52	

(a) New key efficiency indicator from 1 July 2015. The comparative data for the 2014-15 Actual are unaudited and provided for comparability purposes. The total number of days for the 2014-15 Actual, 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target are 1,586,786, 1,624,000, 1,626,675 and 1,708,000 respectively.

Asset Investment Program

The Department's Asset Investment Program provides for the replacement and expansion of assets that support the delivery of the Department's services and minor works. These include service delivery accommodation, residential care facilities, and information and communications technology (ICT).

Major service delivery accommodation projects completed during 2015-16 included the completion of the new Armadale district office, the new South Hedland office and the Department's Head Office accommodation fit-out.

The major ICT projects completed during 2015-16 included the replacement of the forward and reverse proxy servers, the decommissioning of the obsolete Microsoft Windows 2003 servers and the replacement of the Regional Office Client Standard Operating Environment.

The ICT replacement program for 2016-17 provides for the ongoing provision of hardware and software to meet the Department's ongoing ICT needs.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Accommodation - New/Relocated Offices - Mirrabooka Office Relocation.....	2,500	59	59	-	2,441	-	-
Computer Hardware and Software - ICT Replacement Program.....	6,671	2,244	1,150	1,150	977	1,150	1,150
COMPLETED WORKS							
Accommodation - Service Delivery Accommodation	33,306	33,306	4,759	-	-	-	-
Total Cost of Asset Investment Program.....	42,477	35,609	5,968	1,150	3,418	1,150	1,150
FUNDED BY							
Capital Appropriation			4,090	699	3,418	1,150	1,150
Internal Funds and Balances.....			1,878	451	-	-	-
Total Funding.....			5,968	1,150	3,418	1,150	1,150

Financial Statements

Income Statement

Expenses

The Total Cost of Services is estimated to increase by \$7.1 million in 2016-17 compared to the 2015-16 Estimated Actual primarily due to additional 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 2016-17. This increase is partially offset by the impact of a number of Government savings measures. The Department will achieve these reductions through initiatives such as its Organisational Review and Structural Realignment project which aims to minimise future cost and demand growth.

Income

The total income for 2016-17 is anticipated to be \$45.8 million, a decrease of \$5 million compared to the 2015-16 Estimated Actual. The decrease is mainly due to one-off Commonwealth funding in 2015-16 to support eligible homelessness service providers with wage increases over three years under the National Partnership Agreement on Pay Equity.

Statement of Financial Position

The total equity is estimated to decrease by \$0.4 million in 2016-17 compared to the 2015-16 Estimated Actual.

Statement of Cashflows

Cash assets are forecast to decline by \$10.1 million in 2015-16, from \$18.6 million at 30 June 2015. This reduction is predominately due to the 27th Pay.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	261,280	266,611	262,990	262,607	264,739	266,612	275,190
Grants and subsidies ^(c)	114,291	127,061	117,181	125,792	123,076	125,615	134,355
Supplies and services	197,132	207,406	204,128	206,520	193,371	201,768	209,299
Accommodation	29,795	25,434	31,245	30,588	30,676	31,417	32,858
Depreciation and amortisation	8,762	10,105	10,105	8,456	8,201	8,826	7,806
Other expenses	7,342	6,543	7,390	6,210	6,348	6,529	6,830
TOTAL COST OF SERVICES	618,602	643,160	633,039	640,173	626,411	640,767	666,338
Income							
Sale of goods and services	6,396	6,571	6,807	6,923	7,065	7,209	7,351
Grants and subsidies	38,852	43,706	43,158	38,624	24,131	24,617	25,349
Other revenue	2,634	1,182	796	240	240	240	240
Total Income	47,882	51,459	50,761	45,787	31,436	32,066	32,940
NET COST OF SERVICES	570,720	591,701	582,278	594,386	594,975	608,701	633,398
INCOME FROM STATE GOVERNMENT							
Service appropriations	557,182	575,664	567,465	582,885	587,224	603,997	626,609
Resources received free of charge	2,057	2,267	2,124	1,499	1,538	1,575	1,614
Royalties for Regions Fund: Regional Community Services Fund	12,593	13,501	13,526	8,871	6,041	3,131	3,238
TOTAL INCOME FROM STATE GOVERNMENT	571,832	591,432	583,115	593,255	594,803	608,703	631,461
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,112	(269)	837	(1,131)	(172)	2	(1,937)

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

(b) The Full Time Equivalents for the 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 2,256, 2,275 and 2,272 respectively. The figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Bereavement Assistance	911	705	705	694	684	673	663
Capital - East Kimberley Family and Domestic Violence Hub	177	-	-	-	-	-	-
Children in Care and Family Support	103,157	115,658	106,725	115,354	120,350	122,999	131,754
Hardship Utility Grants Scheme (HUGS) ^(a)	8,163	9,725	8,493	8,493	1,585	1,585	1,585
Natural Disaster Assistance	164	-	-	-	-	-	-
Other	1,719	973	1,258	1,251	457	358	353
TOTAL	114,291	127,061	117,181	125,792	123,076	125,615	134,355

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	9,533	4,675	8,424	7,137	6,272	5,523	4,287
Restricted cash	9,087	68	133	46	46	46	46
Receivables	3,090	2,627	3,090	3,090	3,090	3,090	3,090
Other.....	1,807	1,626	1,807	1,807	1,807	1,807	1,807
Assets held for sale.....	8,773	-	8,773	8,773	8,773	8,773	8,773
Total current assets	32,290	8,996	22,227	20,853	19,988	19,239	18,003
NON-CURRENT ASSETS							
Holding account receivables.....	57,880	68,485	68,485	77,441	86,142	95,468	103,775
Property, plant and equipment.....	94,384	98,342	93,620	90,203	87,580	85,602	83,922
Intangibles	20,905	18,445	19,146	16,828	14,555	12,382	10,209
Restricted cash	-	281	-	708	1,416	2,175	3,421
Other.....	12,833	13,977	11,219	9,648	9,761	6,236	3,433
Total non-current assets	186,002	199,530	192,470	194,828	199,454	201,863	204,760
TOTAL ASSETS	218,292	208,526	214,697	215,681	219,442	221,102	222,763
CURRENT LIABILITIES							
Employee provisions	43,986	42,332	42,838	43,338	43,838	44,338	44,838
Payables	3,297	739	3,297	3,297	3,297	3,297	3,297
Other.....	9,081	3,269	2,540	3,456	3,471	3,479	5,427
Total current liabilities	56,364	46,340	48,675	50,091	50,606	51,114	53,562
NON-CURRENT LIABILITIES							
Employee provisions	12,785	11,852	11,952	11,952	11,952	11,952	11,952
Other.....	197	185	197	197	197	197	197
Total non-current liabilities	12,982	12,037	12,149	12,149	12,149	12,149	12,149
TOTAL LIABILITIES.....	69,346	58,377	60,824	62,240	62,755	63,263	65,711
EQUITY							
Contributed equity	97,051	101,142	101,141	101,840	105,258	106,408	107,558
Accumulated surplus/(deficit).....	(22,421)	(24,975)	(21,584)	(22,715)	(22,887)	(22,885)	(24,822)
Reserves.....	74,316	73,982	74,316	74,316	74,316	74,316	74,316
Total equity	148,946	150,149	153,873	153,441	156,687	157,839	157,052
TOTAL LIABILITIES AND EQUITY	218,292	208,526	214,697	215,681	219,442	221,102	222,763

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	546,577	565,059	556,860	573,929	578,523	594,671	618,302
Capital appropriation.....	6,750	4,090	4,090	699	3,418	1,150	1,150
Royalties for Regions Fund: Regional Community Services Fund.....	12,593	13,501	13,526	8,871	6,041	3,131	3,238
Net cash provided by State Government.....	565,920	582,650	574,476	583,499	587,982	598,952	622,690
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(253,926)	(272,847)	(271,518)	(261,207)	(264,239)	(266,125)	(272,763)
Grants and subsidies.....	(114,328)	(127,061)	(117,181)	(125,792)	(123,076)	(125,615)	(134,355)
Supplies and services.....	(199,893)	(204,018)	(202,503)	(204,923)	(191,707)	(200,006)	(207,429)
Accommodation.....	(28,413)	(24,370)	(30,187)	(30,181)	(30,258)	(30,989)	(32,419)
Other payments.....	(39,220)	(32,761)	(38,629)	(38,564)	(37,455)	(38,646)	(38,505)
Receipts ^(b)							
Grants and subsidies.....	38,849	43,706	43,158	38,624	24,131	24,617	25,349
Sale of goods and services.....	6,404	6,571	6,807	6,923	7,065	7,209	7,351
GST receipts.....	31,923	24,039	31,872	31,865	30,578	31,523	31,001
Other receipts.....	2,644	1,182	796	240	240	240	240
Net cash from operating activities.....	(555,960)	(585,559)	(577,385)	(583,015)	(584,721)	(597,792)	(621,530)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(7,799)	(4,090)	(5,968)	(1,150)	(3,418)	(1,150)	(1,150)
Net cash from investing activities.....	(7,799)	(4,090)	(5,968)	(1,150)	(3,418)	(1,150)	(1,150)
NET INCREASE/(DECREASE) IN CASH HELD	2,161	(6,999)	(8,877)	(666)	(157)	10	10
Cash assets at the beginning of the reporting period.....	16,459	12,023	18,620	8,557	7,891	7,734	7,744
Net cash transferred to/from other agencies....	-	-	(1,186)	-	-	-	-
Cash assets at the end of the reporting period	18,620	5,024	8,557	7,891	7,734	7,744	7,754

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
National Affordable Housing Agreement	22,513	23,365	22,773	23,239	23,716	24,202	24,934
National Partnership Agreement on Homelessness.....	14,967	14,970	14,970	14,970	-	-	-
National Partnership Agreement on Pay Equity	484	5,000	5,000	-	-	-	-
Provision of Services to the Commonwealth in Respect of Indian Ocean Territories.....	304	346	390	390	390	390	390
Unaccompanied Humanitarian Minors	20	25	25	25	25	25	25
Western Australian Natural Disaster Relief and Recovery Arrangement	220	-	-	-	-	-	-
Other.....	341	-	-	-	-	-	-
Sale of Goods and Services							
Adoption Fees.....	64	45	64	64	64	64	64
Working With Children Screening Fees	6,328	6,523	6,726	6,842	6,984	7,128	7,270
Other.....	12	3	17	17	17	17	17
GST Receipts							
GST Input Credits	28,196	23,369	31,860	31,853	30,566	31,511	30,989
GST Receipts on Sale.....	3,727	670	12	12	12	12	12
Other Receipts							
Other.....	2,644	1,182	796	240	240	240	240
TOTAL	79,820	75,498	82,633	77,652	62,014	63,589	63,941

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

**RECONCILIATION RELATING TO MAJOR FUNCTIONAL TRANSFERS
AND ACCOUNTING POLICY CHANGES**

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement	618,602	643,160	633,039	640,173	626,411	640,767	666,338
Transfer of Financial Counselling to the Department of Local Government and Communities ^(a)	(8,735)	(7,120)	(2,187)	-	-	-	-
Adjusted Total Cost of Services	609,867	636,040	630,852	640,173	626,411	640,767	666,338
APPROPRIATIONS							
Service Appropriations as per Income Statement	557,182	575,664	567,465	582,885	587,224	603,997	626,609
Transfer of Financial Counselling to the Department of Local Government and Communities ^(a)	(8,235)	(6,620)	(2,062)	-	-	-	-
Adjusted Total Appropriations Provided to Deliver Services	548,947	569,044	565,403	582,885	587,224	603,997	626,609

(a) The difference between the expense and appropriation transferred relates to funding provided by the Department of Commerce.

Part 18

Minister for Mines and Petroleum; Small Business

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Mines and Petroleum			
	– Delivery of Services.....	83,736	83,568	84,064
	– Administered Grants, Subsidies and Other Transfer Payments...	31,384	51,814	29,438
	– Capital Appropriation.....	500	500	2,250
	Total.....	115,620	135,882	115,752
	Small Business Development Corporation			
	– Delivery of Services.....	12,005	12,005	12,706
	– Capital Appropriation.....	60	60	60
	Total.....	12,065	12,065	12,766
	GRAND TOTAL			
	– Delivery of Services.....	95,741	95,573	96,770
	– Administered Grants, Subsidies and Other Transfer Payments...	31,384	51,814	29,438
	– Capital Appropriation.....	560	560	2,310
	Total	127,685	147,947	128,518

Division 76 Mines and Petroleum

Part 18 Minister for Mines and Petroleum; Small Business

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Service Appropriation – Base Component	68,263	82,821	82,653	80,379	66,483	64,597	63,811
Service Appropriation – Services to Industry Component (Mining Tenement Rentals) ^(a)	-	-	-	2,770	2,850	2,930	3,110
Item 120 Net amount appropriated to deliver services	68,263	82,821	82,653	83,149	69,333	67,527	66,921
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	674	915	915	915	915	915	915
Total appropriations provided to deliver services.....	68,937	83,736	83,568	84,064	70,248	68,442	67,836
ADMINISTERED TRANSACTIONS							
Item 121 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	12,024	31,260	50,980	29,393	34,537	12,130	12,159
Amount Authorised by Other Statutes - Petroleum (Submerged Lands) Act 1982..	570	124	834	45	-	-	-
CAPITAL							
Item 169 Capital Appropriation.....	-	500	500	2,250	350	-	-
TOTAL APPROPRIATIONS	81,531	115,620	135,882	115,752	105,135	80,572	79,995
EXPENSES							
Total Cost of Services.....	159,724	164,995	162,116	163,667	159,538	157,329	156,089
Net Cost of Services ^(b)	81,676	39,490	65,921	65,408	58,824	56,281	54,938
CASH ASSETS ^(c)	41,339	106,552	56,476	77,742	102,706	126,228	149,770

(a) The Department will collect additional revenue for Mining Tenement Rentals (MTR) from 2016-17 onwards. This revenue will replace fees that were expected to be generated from the Reforming Environmental Regulation initiative and increase the Government's Service Appropriation. It will enable the Department to deliver services more effectively in response to industry needs. Further details on MTR appear in the table of 'Details of Administered Transactions'.

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Agency Expenditure Review Savings Measure					
Digitalisation of Customer Transactions	-	(2,779)	(2,341)	(2,338)	(2,338)
Reduced Project Expenditure	(2,868)	-	-	-	-
Mineral House Building Façade Remediation - Depreciation.....	-	-	60	60	60
Minerals Research Institute of Western Australia - Continuation of Funding	-	3,000	2,000	1,000	-
Resolution of Native Title in the South West of Western Australia.....	-	212	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(45)	(911)	(1,761)	(2,638)
Revision to Indexation for Non-Salary Expenses	-	(295)	(633)	(974)	-
Royalties for Regions					
Exploration Incentive Scheme.....	-	-	10,000	10,000	10,000
Regional Workers Incentives Allowance Payments	(11)	-	-	-	101

Significant Issues Impacting the Agency

- In 2015, the value of sales from Western Australia's minerals and petroleum sector reached just over \$91 billion.
- A combination of decreased global demand and surplus supply has kept downwards pressure on the price of the State's key commodities in 2015. However, the further weakening of the Australian dollar in 2015 helped to shield local producers from the full extent of depressed prices. The Australian dollar declined from an average of US90 cents in 2014 to US75 cents for 2015.
- The iron ore sector again dominated the minerals sector with sales of almost \$50 billion or around 70% of Western Australia's total mineral sales value. It was another challenging year for the iron ore sector as prices continued to fall. The annual average price of iron ore fell from an average of \$US67 in January 2015 to \$US40 in December 2015, a fall of 41%. The Australian dollar price only fared slightly better, falling 35% (from \$83 to \$54) over the same period.
- Gold was one of the better performing commodities in 2015. The value of gold sales in 2015 rose almost 9% to \$9.6 billion. This increase in value was achieved despite a marginal fall in the quantity produced. The relative stability of the Australian dollar gold price buoyed the sector with the average price of gold improving from \$1,413 per ounce in 2014 to \$1,554 per ounce in 2015.
- The alumina sector was the State's other strong mineral performer in 2015. It was the third most valuable mineral sector in 2015 with sales reaching almost \$5.3 billion, an increase of just over 15% in 2014. This increase is attributable to the price of alumina which remained relatively stable for the majority of the year. Despite falling sharply in December 2015, the average price for 2015 was up by \$54 per tonne compared to the 2014 average.
- The nickel sector rounds out Western Australia's top four mineral commodities. This sector had a very challenging year and globally was one of the poorest performing commodities in 2015. The value of Western Australia's nickel sector was \$2.6 billion in 2015, down from \$3.6 billion in 2014. The nickel price fell considerably in the second half of 2015 with both the United States and Australian dollar prices falling, 30% and 16% respectively.
- The value of petroleum products was \$19.9 billion in 2015, down 28% after the last year's record achievement of \$27.5 billion. Significant decreases in the value of all petroleum products, except natural gas, were seen following the drop in the oil prices. The value of crude oil and condensate fell 33% and 37% respectively, while the value of Liquefied Natural Gas (LNG) was down 26% from \$15.6 billion in 2014 to \$11.5 billion in 2015. Despite this fall, LNG remained the State's most valuable petroleum product.

- Mineral and petroleum exports contributed around 90% of Western Australia's total merchandise exports in 2015. Western Australia accounted for around 41% of the nation's \$250 billion total merchandise exports in nominal terms. China was again Western Australia's leading export market in 2015, accounting for almost 53% of the State's total merchandise exports. Japan was Western Australia's second largest export market (16%) followed by the Republic of Korea (7%).
- Investment in the State's mining industry declined from \$46.2 billion in 2014 to \$42.3 billion in 2015 (a fall of 8%). Western Australia performed well compared to the 22% decline experienced nationally. This resulted in Western Australia's share of Australian mining investment increasing by 10% to 65% in 2015.
- Investment in the State is led by major export orientated LNG and iron ore projects. As was predicted, the value of Western Australia's major projects declined in 2015 following the commissioning of several major projects, including the \$69 billion Gorgon LNG project and the \$10 billion Roy Hill mine. As of March 2016, Western Australia has \$94 billion worth of major projects planned or under construction. A further \$44 billion is identified as planned over the coming years.
- There is an increasing community interest in resource projects, particularly in relation to environmental and land access issues. This underlines the importance of transparent approval and regulatory processes and effective community engagement by industry and government. In the interest of transparency, the Department has published key performance indicators for approvals since 1 January 2009. In 2015, more than 97% of mineral tenement applications were finalised within the target timeline of 65 business days.

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 revised its Outcome Based Management framework for the 2016-17 Budget as part of the Government's Budget Framework Reform initiative. Where practicable, the 2014-15 and 2015-16 have been recast for comparative 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 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
<p>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.</p> <p>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.</p>	<p>Contribute to making Western Australia the destination of choice for responsible resource exploration, development and operations.</p>	<ol style="list-style-type: none"> 1. Providing Resource Sector Information and Advice to Industry, Community and Government 2. Managing Land Access for Resource Related Activity 3. Regulating Resource Sector Development for Health and Safety, Social Responsibility, Environment and Dangerous Goods

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Providing resource sector information and advice to industry, community and government	37,678	36,279	35,738	35,675	33,086	31,840	30,800
2. Managing land access for resource related activity.....	50,695	52,675	51,641	51,856	51,300	50,885	50,852
3. Regulating resource sector development for Health and Safety, Social Responsibility, Environment and Dangerous Goods.....	71,351	76,041	74,737	76,136	75,152	74,604	74,437
Total Cost of Services	159,724	164,995	162,116	163,667	159,538	157,329	156,089

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Contribute to making Western Australia the destination of choice for responsible resource exploration, development and operations:					
Percentage of applications determined within agreed timeframes	94%	92%	92%	92%	
Percentage of regulatory and compliance activities completed as planned	96%	100%	100%	100%	
Percentage of compliance with regulated resource exploration and development conditions.....	97%	97%	97%	97%	
Stakeholder satisfaction with effectiveness of the Department as regulator....	n/a	n/a	n/a	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. Providing resource sector information and advice to industry, community and government

The Department is responsible for ensuring the State's resources sector is developed and managed responsibly for the benefit of all Western Australians. The Department achieves this by providing information and advice to industry, community and government in a way that is consistent, transparent and timely. This service includes provision of accessible data and information, targeted stakeholder engagement, and inclusive, relevant and responsive customer service.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	37,678	36,279	35,738	35,675	
Less Income	2,197	1,857	1,856	1,889	
Net Cost of Service	35,481	34,422	33,882	33,786	
Employees (Full Time Equivalents).....	153	162	160	157	
Efficiency Indicators					
Average Weighted Cost of Information and Product Services ^(a)	\$12,119	\$13,583	\$13,583	\$13,559	

(a) Average Weighted Cost of Information and Product Services indicator is calculated as the total cost of all departmental information and products divided by the total number of weighted products and services – geological survey maps and information; industry and community seminars; presentations and workshops on mines; petroleum and dangerous goods safety; and technical advice, education and reports on petroleum.

2. Managing land access for resource related activity

The Department is charged with ensuring that all Western Australians benefit from the responsible development of the State's resources. The Department fulfils this responsibility through facilitating and managing access to mineral and energy deposits by providing a consistent, equitable and secure titles system. As the designated lead agency under the Lead Agency Framework, the Department is responsible for the management of application approvals within agreed timelines.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	50,695	52,675	51,641	51,856	
Less Income	23,598	41,053	26,899	28,020	1
Net Cost of Service	27,097	11,622	24,742	23,836	
Employees (Full Time Equivalents).....	284	300	302	290	
Efficiency Indicators					
Average Weighted Cost of Application Determination Services ^(a)	\$999	\$1,027	\$1,027	\$1,028	

(a) Average Weighted Cost of Determination Services indicator is calculated as the total cost of all determinations across the Department divided by the total number of weighted determinations – petroleum operation applications service; resource assessment; title application, maintenance and administration; mineral titles assessment; and environment assessment for petroleum and minerals.

Explanation of Significant Movements

(Notes)

1. Income has decreased by \$14.2 million in the 2015-16 Estimated Actual compared to the 2015-16 Budget mainly due to the Mining Rehabilitation Fund (MRF) income, which was overestimated and subsequently revised to reflect actual collections.

3. Regulating resource sector development for Health and Safety, Social Responsibility, Environment and Dangerous Goods

The Department is committed to making Western Australia the destination of choice for responsible resource development. Through an adaptive, risk based approach to regulation and compliance, the Department ensures responsible resource exploration, development and rehabilitation activities throughout the life cycle of any development, whilst maximising economic return to the state.

The Department also manages the regulation of the manufacture, storage, handling, transport and use of dangerous goods, including the operation of major hazard facilities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	71,351	76,041	74,737	76,136	
Less Income	52,253	82,595	67,440	68,350	1
Net Cost of Service	19,098	(6,554)	7,297	7,786	2
Employees (Full Time Equivalents).....	362	382	383	376	
Efficiency Indicators					
Average Weighted Cost of Regulatory and Compliance Services ^(a)	\$3,967	\$4,238	\$4,274	\$4,711	3

(a) Average Weighted Cost of Regulatory and Compliance Services indicator is calculated as the total cost of regulatory services including resource safety, divided by all regulatory and compliance services including environment compliance and monitoring for petroleum and mineral; safety compliance and monitoring for petroleum and mineral; petroleum inspection and monitoring; mineral titles compliance monitoring; and royalties assessment and collection services.

Explanation of Significant Movements

(Notes)

1. Income has decreased by \$15.2 million in the 2015-16 Estimated Actual compared to the 2015-16 Budget due to the reduced MRF revenue (\$11.4 million) and lower Mines Safety and Inspection Levy (MSIL) revenue (\$3.7 million).
2. The 2015-16 Budget Net Cost of Service is negative mainly due to the MRF income, which was overestimated and subsequently revised to reflect actual collections.
3. The increase in the 2016-17 Budget Target is due to an increase in accommodation lease costs.

Asset Investment Program

The façade of Mineral House has experienced noticeable deterioration over the years and has become a safety issue. The proposed remediation works are in line with engineer recommendations and will bring the façade up to new building standards with a guarantee of 15 years.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Expansion of Perth Core Library							
Storage Area.....	4,586	2,950	2,600	1,636	-	-	-
Viewing Area.....	2,480	1,400	1,400	700	380	-	-
Lift Upgrade.....	3,420	1,500	1,500	1,920	-	-	-
COMPLETED WORKS							
Asset Replacement Program							
Computer Hardware and Software - 2015-16 Program	962	962	962	-	-	-	-
Resources Safety Division Relocation.....	1,971	1,971	1,687	-	-	-	-
NEW WORKS							
Asset Replacement Program							
Computer Hardware and Software							
2016-17 Program.....	914	-	-	914	-	-	-
2017-18 Program.....	914	-	-	-	914	-	-
2018-19 Program.....	914	-	-	-	-	914	-
2019-20 Program.....	914	-	-	-	-	-	914
Mineral House Facade Remediation Works.....	1,900	-	-	1,900	-	-	-
Total Cost of Asset Investment Program.....	18,975	8,783	8,149	7,070	1,294	914	914
FUNDED BY							
Capital Appropriation			500	2,250	350	-	-
Drawdowns from the Holding Account.....			962	962	944	914	914
Internal Funds and Balances.....			6,687	3,858	-	-	-
Total Funding.....			8,149	7,070	1,294	914	914

Financial Statements

Income Statement

Expenses

The \$2.9 million decrease in the Total Cost of Services from the 2015-16 Budget to the 2015-16 Estimated Actual and subsequent decreases in the forward estimates are mainly due to the Agency Expenditure Review.

Income

The \$29.3 million decrease in income in the 2015-16 Estimated Actual compared to the 2015-16 Budget primarily reflects the revision of the MRF levy and MSIL revenue, of \$24.5 million and \$3.7 million respectively.

The Royalties for Regions revenue increases by \$10 million per annum from the 2017-18 Forward Estimate to the 2019-20 Forward Estimate due to continued funding for the Exploration Incentive Scheme.

Statement of Financial Position

Restricted cash decreased by \$37.1 million in the 2015-16 Estimated Actual compared to the 2015-16 Budget. This is largely due to MRF revenue, which was overestimated and subsequently revised to reflect actual collections, and a flow-on impact of the 2014-15 Actual reduction in the restricted cash balances (\$15.1 million) to the 2015-16 Budget.

Other current liabilities increase over the forward estimates primarily due to the extension of the Treasurer's Advance for the administration of the MRF.

Statement of Cashflows

Capital appropriation increases in the 2016-17 Budget Estimate compared to the 2015-16 Budget Estimate primarily due to the \$1.9 million Mineral House Façade Remediation project.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	97,643	98,470	98,749	97,660	94,017	92,727	93,283
Grants and subsidies ^(c)	11,191	9,198	9,198	9,198	7,848	6,848	5,848
Supplies and services	30,651	36,651	33,493	36,008	36,605	36,686	35,689
Accommodation	7,063	7,585	7,585	7,711	7,828	7,828	7,828
Depreciation and amortisation	3,278	1,787	1,787	1,787	1,937	1,937	1,937
Other expenses	9,898	11,304	11,304	11,303	11,303	11,303	11,504
TOTAL COST OF SERVICES	159,724	164,995	162,116	163,667	159,538	157,329	156,089
Income							
Sale of goods and services	232	560	560	560	560	560	560
Regulatory fees and fines							
Mines Safety and Inspection Levy	22,903	33,568	29,868	31,117	33,972	33,769	33,541
Mining Rehabilitation Fund Levy	26,973	51,480	27,000	27,000	27,000	27,000	27,000
Other	24,652	32,894	35,274	35,319	35,169	35,006	34,637
Grants and subsidies	100	100	100	100	100	100	100
Other revenue	3,188	6,903	3,393	4,163	3,913	4,613	5,313
Total Income	78,048	125,505	96,195	98,259	100,714	101,048	101,151
NET COST OF SERVICES	81,676	39,490	65,921	65,408	58,824	56,281	54,938
INCOME FROM STATE GOVERNMENT							
Service appropriations	68,937	83,736	83,568	84,064	70,248	68,442	67,836
Resources received free of charge	1,983	1,490	1,490	1,490	1,490	1,490	1,490
Royalties for Regions Fund:							
Regional Community Services Fund	127	91	80	93	10,095	10,098	10,101
TOTAL INCOME FROM STATE GOVERNMENT	71,047	85,317	85,138	85,647	81,833	80,030	79,427
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(10,629)	45,827	19,217	20,239	23,009	23,749	24,489

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 799, 845 and 823 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Government Co-Funded Exploration Drilling....	4,258	5,800	5,800	5,800	5,800	5,800	5,800
Mineral and Petroleum Industry Research	6,933	3,398	3,398	3,398	2,048	1,048	48
TOTAL	11,191	9,198	9,198	9,198	7,848	6,848	5,848

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	6,972	13,584	3,738	394	501	469	477
Restricted cash	34,367	89,871	52,738	77,348	102,205	125,759	149,293
Holding account receivables	982	962	982	982	982	982	982
Receivables	10,164	8,865	10,164	10,164	10,164	10,164	10,164
Other	2,498	1,230	2,498	2,498	2,498	2,498	2,498
Total current assets	54,983	114,512	70,120	91,386	116,350	139,872	163,414
NON-CURRENT ASSETS							
Holding account receivables	15,568	16,413	16,393	17,218	18,193	19,168	20,143
Property, plant and equipment	130,552	148,263	136,241	138,531	138,865	138,819	138,773
Intangibles	898	1,161	898	898	898	898	898
Restricted cash	-	3,097	-	-	-	-	-
Other	4,055	5,594	4,728	7,721	6,744	5,767	4,880
Total non-current assets	151,073	174,528	158,260	164,368	164,700	164,652	164,694
TOTAL ASSETS	206,056	289,040	228,380	255,754	281,050	304,524	328,108
CURRENT LIABILITIES							
Employee provisions	19,681	16,452	19,031	18,381	17,731	17,081	16,431
Payables	2,700	5,201	2,753	2,806	2,859	2,912	3,055
Other	11,506	6,766	14,560	19,892	22,276	22,448	21,900
Total current liabilities	33,887	28,419	36,344	41,079	42,866	42,441	41,386
NON-CURRENT LIABILITIES							
Employee provisions	3,784	3,434	3,934	4,084	4,234	4,384	4,534
Other	67	62	67	67	67	67	67
Total non-current liabilities	3,851	3,496	4,001	4,151	4,301	4,451	4,601
TOTAL LIABILITIES	37,738	31,915	40,345	45,230	47,167	46,892	45,987
EQUITY							
Contributed equity	42,787	59,517	43,287	45,537	45,887	45,887	45,887
Accumulated surplus/(deficit)	9,251	83,359	28,468	48,707	71,716	95,465	119,954
Reserves	116,280	114,249	116,280	116,280	116,280	116,280	116,280
Total equity	168,318	257,125	188,035	210,524	233,883	257,632	282,121
TOTAL LIABILITIES AND EQUITY	206,056	289,040	228,380	255,754	281,050	304,524	328,108

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	67,149	81,949	81,781	82,277	68,311	66,505	65,899
Capital appropriation.....	-	500	500	2,250	350	-	-
Holding account drawdowns.....	937	962	962	962	944	914	914
Royalties for Regions Fund: Regional Community Services Fund.....	127	91	80	93	10,095	10,098	10,101
Net cash provided by State Government.....	68,213	83,502	83,323	85,582	79,700	77,517	76,914
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(95,096)	(98,718)	(101,913)	(97,908)	(94,247)	(92,927)	(93,483)
Grants and subsidies.....	(11,244)	(9,198)	(9,198)	(9,198)	(7,848)	(6,848)	(5,848)
Supplies and services.....	(32,088)	(34,004)	(30,846)	(33,361)	(33,958)	(34,039)	(33,042)
Accommodation.....	(7,063)	(7,515)	(7,515)	(7,641)	(7,758)	(7,758)	(7,758)
Other payments.....	(15,808)	(17,415)	(17,415)	(17,414)	(17,414)	(17,414)	(17,615)
Receipts ^(b)							
Regulatory fees and fines							
Mines Safety and Inspection Levy.....	22,903	33,568	29,868	31,117	33,972	33,769	33,541
Mining Rehabilitation Fund Levy.....	26,968	51,480	27,000	27,000	27,000	27,000	27,000
Other.....	24,546	32,894	35,274	35,319	35,169	35,006	34,637
Grants and subsidies.....	100	100	100	100	100	100	100
Sale of goods and services.....	300	560	560	560	560	560	560
GST receipts.....	6,093	4,937	4,937	4,937	4,937	4,937	4,937
Other receipts.....	3,081	6,903	3,393	4,163	3,913	4,613	5,313
Net cash from operating activities.....	(77,308)	(36,408)	(65,755)	(62,326)	(55,574)	(53,001)	(51,658)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(2,086)	(6,584)	(8,149)	(7,070)	(1,294)	(914)	(914)
Net cash from investing activities.....	(2,086)	(6,584)	(8,149)	(7,070)	(1,294)	(914)	(914)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	-	-	-	-	-	(80)	(800)
Proceeds from borrowings.....	1,944	-	5,718	5,080	2,132	-	-
Net cash from financing activities.....	1,944	-	5,718	5,080	2,132	(80)	(800)
NET INCREASE/(DECREASE) IN CASH HELD	(9,237)	40,510	15,137	21,266	24,964	23,522	23,542
Cash assets at the beginning of the reporting period.....	53,606	66,042	41,339	56,476	77,742	102,706	126,228
Net cash transferred to/from other agencies....	(3,030)	-	-	-	-	-	-
Cash assets at the end of the reporting period.....	41,339	106,552	56,476	77,742	102,706	126,228	149,770

(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)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Regulatory Fees and Fines							
Licences and Other Regulatory Fees.....	12,262	19,688	19,688	18,441	18,507	18,547	18,547
Proceeds from Prospecting, Exploration and Other Mining Licences	6,550	11,015	8,315	8,476	8,368	8,266	8,266
Proceeds from Petroleum Permits and Licences.....	5,734	7,271	7,271	8,428	8,294	8,196	8,196
Grants and Subsidies							
Grants and Subsidies.....	100	100	100	100	100	100	100
Sale of Goods and Services							
Proceeds from Departmental Fees and Charges	300	560	560	560	560	560	560
GST Receipts							
GST Input Credits	6,093	4,937	4,937	4,937	4,937	4,937	4,937
Other Receipts							
Proceeds from Departmental Fees and Charges	3,081	1,823	3,393	4,137	3,913	4,610	4,941
TOTAL	34,120	45,394	44,264	45,079	44,679	45,216	45,547

(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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Commonwealth Grants							
South West Hub	13,300	-	-	-	-	-	-
Royalties							
Petroleum - State.....	10,739	5,400	6,109	416	740	235	175
Iron Ore.....	4,026,205	3,036,100	3,641,159	3,295,969	3,504,431	3,751,246	3,962,644
Alumina	82,478	109,100	79,445	76,323	80,915	87,172	95,617
Diamonds	17,639	27,200	20,417	24,358	24,802	21,236	18,157
Mineral Sands	12,904	15,300	16,011	15,563	14,022	7,700	15,843
Nickel	79,174	77,300	53,231	52,675	55,549	55,905	63,270
Gold	225,244	232,600	238,058	250,611	222,396	195,101	177,057
Other.....	154,748	167,400	122,075	126,507	123,035	119,703	123,532
Fines							
Regulatory Fines	27	4	4	4	4	4	4
Other							
Regulatory Fees.....	428	-	-	-	-	-	-
Appropriations ^(a)	12,594	31,384	51,814	29,438	34,537	12,130	12,159
Other Revenue	2,368	434	434	403	368	331	331
Mining Tenement Rentals							
Base Component	88,916	88,200	90,461	90,381	90,381	90,381	90,381
Services to Industry Component ^(b)	-	-	-	2,770	2,850	2,930	3,110
TOTAL ADMINISTERED INCOME	4,726,764	3,790,422	4,319,218	3,965,418	4,154,030	4,344,074	4,562,280

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
EXPENSES							
Other							
Aboriginal Lands Trust - Remuneration for Mining on Aboriginal Lands	337	364	364	373	382	392	402
Coal Industry Development	1,399	-	-	-	-	-	-
Magnetite Financial Assistance Program ...	4,819	-	12,464	17,319	22,436	-	-
Minerals Research Institute of Western Australia	711	723	723	741	759	778	797
Mining Tenement Refunds	6,200	9,000	9,000	9,000	9,000	9,000	9,000
Other Administered Expenses	554	-	-	-	-	-	-
Petroleum (Submerged Lands) Act 1982 ...	550	124	834	45	-	-	-
Receipts Paid into the Consolidated Account ^(c)	5,037,192	3,779,231	4,241,890	4,055,910	4,078,833	4,278,834	4,495,333
Refunds of Previous Years' Revenues	-	1,960	1,960	1,960	1,960	1,960	1,960
South West Hub	7,283	200	6,883	-	-	-	-
TOTAL ADMINISTERED EXPENSES	5,059,045	3,791,602	4,274,118	4,085,348	4,113,370	4,290,964	4,507,492

(a) Appropriations include \$37.7 million in the 2015-16 Estimated Actual for Iron Ore Financial Assistance.

(b) The Department will collect additional revenue for MTR from 2016-17 onwards. This revenue will replace fees that were expected to be generated from the Reforming Environmental Regulation initiative and increase the Government's Service Appropriation. It will enable the Department to deliver services more effectively in response to industry needs.

(c) Receipts Paid into the Consolidated Account include the following amounts for the repayments of Iron Ore Financial Assistance: \$10.8 million in the 2015-16 Budget, \$21.5 million in the 2016-17 Budget Estimate and \$5.4 million in the 2017-18 Forward Estimate.

Agency Special Purpose Account Details

MINING REHABILITATION FUND

Account Purpose: The MRF is a pooled fund contributed to by Western Australian mining operators. Funds can be used to undertake rehabilitation activities where a tenement operator fails to meet rehabilitation obligations. Interest earnings are used to fund administration of the MRF and for rehabilitation works on abandoned mine sites.

	2014-15 Actual \$'000	2015-16 Budget \$'000 ^(a)	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	10,000	35,000	35,000	61,570
Receipts ^(b)	26,000	51,480	28,570	29,310
	36,000	86,480	63,570	90,880
Payments	1,000	2,000	2,000	2,000
CLOSING BALANCE	35,000	84,480	61,570	88,880

(a) The 2015-16 Budget reflects the original estimate for the MRF levy receipts, which were overestimated and subsequently revised to reflect actual collections as part of the 2015-16 Mid-year Review.

(b) Receipts include MRF levy contributions and interest received.

Division 77 Small Business Development Corporation

Part 18 Minister for Mines and Petroleum; Small Business

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 122 Net amount appropriated to deliver services	12,780	11,751	11,751	12,446	12,491	12,659	12,611
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	247	254	254	260	260	260	260
Total appropriations provided to deliver services.....	13,027	12,005	12,005	12,706	12,751	12,919	12,871
CAPITAL							
Item 170 Capital Appropriation.....	60	60	60	60	60	60	60
TOTAL APPROPRIATIONS	13,087	12,065	12,065	12,766	12,811	12,979	12,931
EXPENSES							
Total Cost of Services	13,462	13,796	12,831	13,514	13,507	13,412	13,364
Net Cost of Services ^(a)	13,091	13,514	12,349	13,202	13,195	13,130	13,082
CASH ASSETS ^(b)	1,989	1,144	1,500	1,411	1,397	1,381	1,365

(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 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	120	-	-	-
90-Day Regulatory Mapping Projects	-	200	200	200	-
Aboriginal Business Development - Ancillary Services.....	35	35	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(3)	(66)	(130)	(197)
Royalties for Regions - Regional Buy Local Initiatives Stage 3.....	(1,000)	(1,500)	(2,000)	-	-

Significant Issues Impacting the Agency

- The Alternative Dispute Resolution service aims to resolve disputes involving small businesses in a timely, non-legalistic and cost-effective manner. Through this service, small business operators receive personalised, practical assistance to better understand their rights and responsibilities, clarify issues and explore options to resolve the dispute, with access to subsidised mediation if required.
- The Western Australian Business Migration program is a key investment attraction initiative that is expected to deliver over \$1 billion in new capital into the State over the forward estimates. Business migrants are a leading source of new capital through investment in new or established local businesses or Treasury bonds, and generate new employment and export income. Under the program, the Corporation provides State nominations for business migrants in a range of business and investment visa categories and promotes Western Australian opportunities at international trade expos.
- The new Business Local service commenced in July 2015 and delivers business advisory services on behalf of the Corporation. The service, which replaced the former Small Business Centre program, has delivered strong returns to the Western Australian economy through the provision of tailored advice and guidance to new business intenders and existing small business operators. Delivered by a network of third party providers in 12 service areas across the State, Business Local is focused on supporting an increased level of higher quality business start-ups, stronger business foundations, more profitable businesses and greater employment opportunities.
- The Corporation continues to influence the development of small business policies across all tiers of government by advocating on behalf of individual small business operators, industry cohorts and the sector as a whole. This includes contributing to major policy and legislative reviews in order to foster a fair and conducive operating environment for small businesses in Western Australia. The Corporation also continued to provide guidance to State Government agencies as part of the State's Regulatory Impact Assessment process and assisted the Reinvigorating Regulatory Reform Plan of government.
- The Corporation will launch the new Small Business Friendly Local Governments initiative, developed jointly with the Department of Local Government and Communities, in early 2016-17. The initiative seeks to improve economic growth through assisting local governments to better understand, engage with and support small businesses, and to recognise those councils that are actively achieving this.
- As part of the reform of the State's on-demand transport (taxi) industry, the Corporation is working with the Department of Transport to develop and deliver a transition assistance package to support taxi operators to innovate and remain competitive in a less regulated trading environment. The focus of this assistance is on supporting existing taxi operators to adapt their business models through greater use of innovation and digital technology, increased business literacy and enhanced customer service, and will help individual taxi operators to make well informed decisions about their future business model or exit 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 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
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.	Development of new and existing Small Business in Western Australia.	1. Information, Guidance, Referral and Business Development Services

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Information, Guidance, Referral and Business Development Services.....	13,462	13,796	12,831	13,514	13,507	13,412	13,364
Total Cost of Services	13,462	13,796	12,831	13,514	13,507	13,412	13,364

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Development of new and existing Small Business in Western Australia:					
A random sample of clients was asked to rate the usefulness of the information/guidance provided to them by the Small Business Development Corporation:					
Very or somewhat useful.....	91%	93%	91%	93%	
Not very or not at all useful	7%	5%	7%	5%	
Neutral	2%	2%	2%	2%	

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

Services and Key Efficiency Indicators ^(a)**1. Information, Guidance, Referral and Business Development Services**

Provision of specialised information, referral, and business facilitation services for the effective development of enterprises in Western Australia.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 13,462	\$'000 13,796	\$'000 12,831	\$'000 13,514	
Less Income	371	282	482	312	1
Net Cost of Service.....	13,091	13,514	12,349	13,202	
Employees (Full Time Equivalents).....	53	55	53	56	
Efficiency Indicators					
Average Cost per Direct Client Contact/Equivalent ^(b)	\$19.24	\$20.99	\$20.76	\$22.12	
Average Cost per Indirect Client Contact ^(c)	\$2.44	\$2.75	\$2.62	\$2.68	
Average Cost per Business Local Client Contact ^(d)	\$119.40	\$124.08	\$102.38	\$104.08	2
Cost per Unit of Policy Advice ^(e)	\$1,182,935	\$1,297,538	\$1,247,755	\$1,412,104	

(a) Further detail regarding efficiency indicators is provided in the agency's Annual Report.

(b) Direct client contacts have contacted the Corporation for guidance or information either by a personal visit, by telephone or have visited the Corporation's websites for four minutes or more, or have downloaded a license pack from the Business License Finder. Direct client contacts also include Corporation's workshop attendees.

(c) Indirect client contacts are exposed to a range of advisory, information, referral and business services that would impact on their growth and business development. These include attendees at award functions, expos or other forums which the Corporation has organised, has been the major sponsor where the focus has been on business development, or where the Corporation's representative has given an address on small business matters. This also includes Corporation's websites visits between two and four minutes.

(d) The Business Local service replaced the Small Business Centre program from 1 July 2015. Business Local delivers small business services in 12 key areas across the State (including nine in regional Western Australia).

(e) Policy advice includes policy submissions, investigative research, ministerial correspondence, industry liaison and small business sector advocacy.

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual income is estimated to increase by \$200,000 compared to the 2015-16 Budget mainly due to the return of unutilised Small Business Centre grant funding from 2014-15 and once-off funding provided by the Department of Regional Development for Aboriginal Business Development Ancillary Services.
2. The 2015-16 Estimated Actual Average Cost per Business Local Client Contact is estimated to decrease by \$21.70 compared to the 2015-16 Budget due to an overall reduction in expenses as a result of the discontinuation of the Regional Buy Local Initiatives Stage 3.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Furniture and Office Equipment Replacement							
2014-15 Program.....	126	126	108	-	-	-	-
2015-16 Program.....	120	120	120	-	-	-	-
NEW WORKS							
Furniture and Office Equipment Replacement							
2016-17 Program.....	120	-	-	120	-	-	-
2017-18 Program.....	120	-	-	-	120	-	-
2018-19 Program.....	120	-	-	-	-	120	-
2019-20 Program.....	120	-	-	-	-	-	120
Total Cost of Asset Investment Program.....	726	246	228	120	120	120	120
FUNDED BY							
Capital Appropriation			60	60	60	60	60
Drawdowns from the Holding Account.....			60	60	60	60	60
Internal Funds and Balances.....			108	-	-	-	-
Total Funding.....			228	120	120	120	120

Financial Statements

Income Statement

Expenses

Supplies and services expense is estimated to decrease by \$918,000 in the 2015-16 Estimated Actual compared to the 2015-16 Budget mainly due to the discontinuation of the Regional Buy Local Initiatives Stage 3.

Income

The income from the Royalties for Regions Fund is estimated to decrease by \$1 million from the 2015-16 Budget to the 2015-16 Estimated Actual. This decrease is due to the discontinuation of the Regional Buy Local Initiatives Stage 3.

Statement of Financial Position

The cash assets are estimated to increase by \$408,000 in the 2015-16 Estimated Actual compared to the 2015-16 Budget. The increase is mainly due to additional income received from unutilised Small Business Centre grant funding from 2014-15 together with salary savings resulting from the recruitment freeze.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	6,107	6,320	6,320	6,738	6,762	6,760	6,645
Grants and subsidies ^(c)	3,774	3,530	3,530	3,586	3,668	3,760	3,854
Supplies and services	2,006	2,336	1,418	1,589	1,435	1,278	1,208
Accommodation	1,086	1,147	1,147	1,185	1,226	1,268	1,311
Depreciation and amortisation	157	140	140	140	140	140	140
Other expenses	332	323	276	276	276	206	206
TOTAL COST OF SERVICES	13,462	13,796	12,831	13,514	13,507	13,412	13,364
Income							
Sale of goods and services	291	252	252	252	252	252	252
Grants and subsidies	-	-	70	-	-	-	-
Other revenue	80	30	160	60	60	30	30
Total Income	371	282	482	312	312	282	282
NET COST OF SERVICES	13,091	13,514	12,349	13,202	13,195	13,130	13,082
INCOME FROM STATE GOVERNMENT							
Service appropriations	13,027	12,005	12,005	12,706	12,751	12,919	12,871
Resources received free of charge	184	190	190	190	190	190	190
Royalties for Regions Fund: Regional Community Services Fund	664	1,256	256	216	224	-	-
TOTAL INCOME FROM STATE GOVERNMENT	13,875	13,451	12,451	13,112	13,165	13,109	13,061
SURPLUS/(DEFICIENCY) FOR THE PERIOD	784	(63)	102	(90)	(30)	(21)	(21)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 53, 53 and 56 respectively. In some cases the figures for 2014-15 and 2015-16 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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Business Local Service - Operational Grants...	3,774	3,530	3,530	3,586	3,668	3,760	3,854
TOTAL	3,774	3,530	3,530	3,586	3,668	3,760	3,854

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,932	1,042	1,450	1,396	1,382	1,366	1,350
Restricted cash	57	102	50	15	15	15	15
Holding account receivables	60	60	60	60	60	60	60
Receivables	196	111	126	126	126	126	126
Other	244	115	271	288	320	359	364
Total current assets	2,489	1,430	1,957	1,885	1,903	1,926	1,915
NON-CURRENT ASSETS							
Holding account receivables	389	484	484	579	674	769	864
Property, plant and equipment	191	188	269	239	209	179	204
Intangibles	69	177	79	89	99	109	64
Total non-current assets	649	849	832	907	982	1,057	1,132
TOTAL ASSETS	3,138	2,279	2,789	2,792	2,885	2,983	3,047
CURRENT LIABILITIES							
Employee provisions	1,355	1,067	1,005	1,005	1,005	1,005	1,005
Payables	1	78	1	1	1	1	1
Other	324	409	97	130	193	252	277
Total current liabilities	1,680	1,554	1,103	1,136	1,199	1,258	1,283
NON-CURRENT LIABILITIES							
Employee provisions	223	289	289	289	289	289	289
Other	1	11	1	1	1	1	1
Total non-current liabilities	224	300	290	290	290	290	290
TOTAL LIABILITIES	1,904	1,854	1,393	1,426	1,489	1,548	1,573
EQUITY							
Contributed equity	1,239	1,299	1,299	1,359	1,419	1,479	1,539
Accumulated surplus/(deficit)	(5)	(874)	97	7	(23)	(44)	(65)
Total equity	1,234	425	1,396	1,366	1,396	1,435	1,474
TOTAL LIABILITIES AND EQUITY	3,138	2,279	2,789	2,792	2,885	2,983	3,047

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	12,932	11,850	11,850	12,551	12,596	12,764	12,716
Capital appropriation.....	60	60	60	60	60	60	60
Holding account drawdowns.....	60	60	60	60	60	60	60
Royalties for Regions Fund: Regional Community Services Fund.....	664	1,256	256	216	224	-	-
Net cash provided by State Government.....	13,716	13,226	12,226	12,887	12,940	12,884	12,836
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(5,952)	(6,272)	(6,545)	(6,690)	(6,711)	(6,709)	(6,594)
Grants and subsidies.....	(3,772)	(3,530)	(3,530)	(3,586)	(3,668)	(3,760)	(3,854)
Supplies and services.....	(1,868)	(2,380)	(1,471)	(1,431)	(1,325)	(1,099)	(1,029)
Accommodation.....	(1,177)	(1,147)	(1,147)	(1,185)	(1,226)	(1,268)	(1,311)
Other payments.....	(1,148)	(955)	(966)	(966)	(906)	(916)	(916)
Receipts							
Grants and subsidies.....	-	-	70	-	-	-	-
Sale of goods and services.....	291	252	252	252	252	252	252
GST receipts.....	690	630	690	690	690	690	690
Other receipts.....	131	30	160	60	60	30	30
Net cash from operating activities.....	(12,805)	(13,372)	(12,487)	(12,856)	(12,834)	(12,780)	(12,732)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(181)	(120)	(228)	(120)	(120)	(120)	(120)
Net cash from investing activities.....	(181)	(120)	(228)	(120)	(120)	(120)	(120)
NET INCREASE/(DECREASE) IN CASH HELD	730	(266)	(489)	(89)	(14)	(16)	(16)
Cash assets at the beginning of the reporting period	1,259	1,410	1,989	1,500	1,411	1,397	1,381
Cash assets at the end of the reporting period	1,989	1,144	1,500	1,411	1,397	1,381	1,365

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

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