

Part 23

Minister for Water; Forestry; Innovation and ICT; Science

Summary of Portfolio Appropriations

Agency	2016-17 Budget \$'000	2016-17 Estimated Actual '000	2017-18 Budget Estimate '000
Office of the Government Chief Information Officer			
– Delivery of Services	3,387	6,205	3,404
– Administered Grants, Subsidies and Other Transfer Payments	5,632	5,632	5,839
Total	9,019	11,837	9,243
Chemistry Centre (WA)			
– Delivery of Services	6,710	7,377	7,194
– Capital Appropriation	1,500	1,848	940
Total	8,210	9,225	8,134
GRAND TOTAL			
– Delivery of Services	10,097	13,582	10,598
– Administered Grants, Subsidies and Other Transfer Payments	5,632	5,632	5,839
– Capital Appropriation	1,500	1,848	940
Total.....	17,229	21,062	17,377

Water Corporation

Part 23 Minister for Water; Forestry; Innovation and ICT; Science

Asset Investment Program

As Western Australia continues to be impacted by the effects of a drying climate, the Corporation is adapting its planning to respond. Accordingly, a total of \$765.4 million has been committed to a range of water and wastewater projects in 2017-18.

The Corporation continues to maintain a strong commitment to the provision of high quality and reliable water and wastewater services with over \$3 billion allocated across the forward estimates.

Expenditure in the Regions

Regional Western Australia will continue to benefit from the development and upgrading of water and wastewater infrastructure, with \$198.4 million being committed to a number of projects across regional Western Australia in 2017-18.

More than \$141 million is committed to water projects, including:

- \$10.1 million towards connecting Harris Dam to Stirling Dam, which once completed, will secure long-term water supply to the 44 towns in the Great Southern Town Water Supply Scheme; and
- \$10.1 million at Kondinin for the construction of a new storage tank facility to improve the operation of the water supply scheme and provide flexibility to meet peak demand.

A total of \$45.1 million will be spent on wastewater projects, including \$9.7 million to upgrade the Albany Wastewater Treatment Plant to improve its operational efficiency as part of the ongoing work for essential wastewater infrastructure in the Greater Albany region.

Expenditure in the Metropolitan Area

A total of \$363.3 million has been committed in 2017-18 to projects across the metropolitan area to ensure the ongoing supply of drinking water and the development of adequate facilities for the collection and treatment of the community's wastewater.

In 2017-18, \$194.6 million has been committed to water network and supply projects, including \$96.3 million to expand the Groundwater Replenishment Scheme. This investment will provide greater certainty for Perth's Integrated Water Supply Scheme, as it continues to be impacted by the effects of a drying climate and unpredictable dam inflow. On completion, the expansion will double the capacity of the Groundwater Replenishment Scheme from 14 billion to 28 billion litres per annum.

A further \$40 million will be spent on the Pipes for Perth program, with essential work underway to replace 150 kilometres of Perth's older water mains, and \$11 million for the continued construction of a water storage tank in Ellenbrook with a capacity of 80 million litres to enable ongoing growth in the area.

Other features of the metropolitan program include \$162.8 million in 2017-18 on:

- wastewater treatment projects in both the northern and southern corridors that will be essential for their orderly development;
- \$66.5 million will be spent on upgrading 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 cater for growth in these catchments;
- \$6.9 million will be spent in 2017-18 upgrading the Subiaco Wastewater Treatment Plant, which will increase capacity from 60 million litres per day to 67 million litres per day; and
- \$5.3 million to provide an energy recovery system for the Beenyup Wastewater Treatment Plant. This project uses biogas, a by-product of the treatment process, to generate electricity for use in the plant, reducing both greenhouse gas emissions and energy costs.

Additionally, \$1.5 million has been committed to commence addressing drainage and land matters at the Roselea Estate in Stirling to meet the Government's 2017 election commitment.

	Estimated Total Cost	Estimated Expenditure to 30-6-17	2016-17 Estimated Expenditure	2017-18 Budget Estimate	2018-19 Forward Estimate	2019-20 Forward Estimate	2020-21 Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
WORKS IN PROGRESS							
Capitalised Interest and Support Allocated to Capital							
Capital Support Costs	143,163	26,059	26,059	29,276	29,276	29,276	29,276
Capitalised Borrowings Costs	72,037	13,437	13,437	16,623	14,290	11,953	15,734
Irrigation and Drainage							
Country Drainage Capacity.....	12,769	2,344	2,344	846	1,867	7,653	59
Country Drainage Renewals.....	28,801	10,657	10,657	10,842	2,292	5,010	-
Irrigation.....	57,159	1,588	1,588	3,391	4,336	13,619	34,225
Metropolitan Drainage Capacity.....	16,102	3,586	3,586	3,511	1,523	5,223	2,259
Metropolitan Drainage Renewals.....	4,609	713	713	2,423	1,312	62	99
Service							
Business Support	271,059	56,876	56,876	87,917	34,250	28,460	63,556
Corporate Real Estate.....	147,161	30,760	30,760	54,290	13,847	19,657	28,607
Operational Information and Control.....	71,075	11,538	11,538	12,204	11,869	22,647	12,817
Wastewater Program							
Country Wastewater							
Albany Wastewater Treatment Plant Improvements	17,606	6,305	3,379	9,686	1,615	-	-
Network Capacity	55,022	20,222	20,222	15,212	8,178	8,111	3,299
Network Renewals.....	29,739	10,567	10,567	8,983	2,280	3,431	4,478
Treatment Capacity.....	195,217	30,886	30,886	10,298	25,323	57,160	71,550
Treatment Renewals.....	4,781	691	691	932	621	1,001	1,536
Metropolitan Wastewater							
Beenyup Wastewater Treatment Plant							
Energy Recovery	19,573	3,669	525	5,324	8,099	2,481	-
Network Capacity	307,519	54,476	54,476	50,111	52,499	76,677	73,756
Network Renewals.....	122,587	30,753	30,753	23,088	20,812	23,038	24,896
Treatment Capacity.....	148,442	1,042	1,042	2,439	14,776	45,602	84,583
Treatment Renewals.....	48,885	10,921	10,921	8,477	11,232	11,979	6,276
Subiaco Wastewater Treatment Plant	48,234	39,235	29,946	6,878	2,121	-	-
Woodman Point Wastewater Treatment Plant							
Interim Upgrade	158,497	27,630	24,055	66,500	45,000	19,367	-
Water Programs							
Country Water							
Network Capacity	100,622	35,323	35,323	23,941	18,358	18,775	4,225
Network Renewals.....	250,601	85,134	85,134	44,933	24,482	63,809	32,243
Supply Capacity	313,235	60,201	60,201	34,545	47,462	84,965	86,062
Supply Renewals.....	46,250	13,581	13,581	17,995	4,569	3,494	6,611
Kondinin Tank	14,900	3,180	3,180	10,113	1,607	-	-
Stirling Dam Pump Station and Pipeline.....	44,731	17,327	17,327	10,083	13,556	3,765	-
Metropolitan Water							
Groundwater Replenishment Scheme Stage 2.....	261,978	21,494	21,494	96,293	130,565	13,626	-
Network Capacity	231,928	66,445	66,445	21,887	33,398	74,298	35,900
Water Network Renewals	307,130	78,765	78,765	43,882	66,482	78,166	39,835
Water Supply Capacity	235,661	18,975	18,975	16,306	97,094	85,801	17,485
Water Supply Renewals.....	86,575	30,148	30,148	16,201	11,539	14,924	13,763
NEW WORKS							
Election Commitment - Irrigation and Drainage							
Roselea Estate Drainage Upgrade	1,500	-	-	-	500	500	500
Total Cost of Asset Investment Program.....	3,875,148	824,528	805,594	765,430	757,030	834,530	693,630
FUNDED BY							
Borrowings.....			200,000	270,000	155,000	215,000	125,000
Internal Funds and Balances.....			605,594	495,430	602,030	619,530	568,630
Total Funding.....			805,594	765,430	757,030	834,530	693,630

Bunbury Water Corporation

Part 23

Minister for Water; Forestry; Innovation and ICT; Science

Asset Investment Program

The Asset Investment Program (AIP) of Bunbury Water Corporation (Aqwest) across the forward estimates period is \$28.9 million, with \$10.6 million allocated in 2017-18.

The AIP includes \$15 million of expenditure, split equally over 2017-18 and 2018-19, to construct the Glen Iris Water Treatment Plant (WTP) in Bunbury. This project seeks to address future supply requirements for the City of Bunbury and moves water abstraction and treatment away from the current low quality coastal bores and treatment plants.

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 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
WORKS IN PROGRESS							
Plant and Other Purchases							
Information Technology Replacement Program	742	164	50	100	193	185	100
Motor Vehicle and Plant Replacement Annual Program	1,477	485	319	235	245	242	270
Works							
Distribution and Reticulation							
Chargeable Works	638	286	84	86	88	88	90
Mains Extension	548	121	100	103	105	108	111
Mains Replacement Program	3,174	1,023	599	556	509	538	548
New Services	504	147	85	87	88	90	92
Service Replacement	48	10	10	9	10	10	9
Valve Replacement Program	379	172	50	50	51	52	54
Reservoirs							
Roberts Reservoir Integrity Improvement Projects	655	110	110	545	-	-	-
Tank Refurbishments	150	25	25	80	45	-	-
Treatment Plants							
Asbestos Removal	30	10	10	10	10	-	-
Generator Decontactors and Changeover Equipment ...	230	50	50	60	120	-	-
Ladders, Walkways and Elevated Platform Upgrades ...	230	50	50	60	60	60	-
Run to Fail Replacement Contingency	199	69	30	31	32	33	34
Security Systems Upgrades	102	12	-	40	-	-	50
Treatment Plant Painting Program	500	60	-	-	120	200	120
COMPLETED WORKS							
Works							
Reservoirs - Tech School Reservoir Remediation	2,894	2,894	1,728	-	-	-	-
Treatment Plants							
Ladders, Stairs and Platform							
Hastie WTP	15	15	15	-	-	-	-
Irwin WTP	15	15	15	-	-	-	-
Perimeter Fencing Replacement							
Hastie WTP	35	35	35	-	-	-	-
Irwin WTP	20	20	20	-	-	-	-
Purchase Land at Robertson WTP	250	250	250	-	-	-	-
Refurbish Stanbury Crescent Booster Pump	80	80	80	-	-	-	-
Security Upgrade - CCTV and Alarm Upgrade							
Hastie WTP	20	20	20	-	-	-	-
Irwin WTP	20	20	20	-	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
NEW WORKS							
Plant and Other Purchases - Stores Security Upgrade	70	-	-	70	-	-	-
Works							
Distribution and Reticulation - Reinforced Concrete							
Pipe Re-lining	20	-	-	-	-	-	20
Reservoirs							
Replace Purlins at Roberts Reservoir	150	-	-	-	150	-	-
Roberts Reservoir Refurbishment	460	-	-	-	20	440	-
Tech Reservoir Inspection and Validation Works	100	-	-	100	-	-	-
Tech Reservoir Purlin Replacement	330	-	-	10	170	150	-
Tech Reservoir Refurbishment	450	-	-	-	20	220	210
Treatment Plants							
Alternative Chlorination System - Skewes WTP	264	-	-	20	244	-	-
Compressed Air Systems - All Sites	240	-	-	80	60	50	50
Construct Irwin Booster Pump Station and Decommission Scott St Booster Pump Station							
Decommission Scott St Booster Pump Station	101	-	-	101	-	-	-
Electrical Systems Upgrades All WTP	500	-	-	-	250	-	250
Glen Iris WTP	15,000	-	-	7,500	7,500	-	-
Increase Capacity Tech Transfer Tank	275	-	-	25	-	-	-
Increase Production Robertson WTP	500	-	-	-	-	-	500
Investigation - Production Bore Location							
Robertson/Tech WTPs	2,100	-	-	50	50	440	1,000
Process Energy Management	134	-	-	-	67	-	67
Production Bore Investigation - Skewes WTP	570	-	-	370	200	-	-
Scott St High Level Zone - Mains Augmentation	226	-	-	104	-	-	-
Spencer WTP Dyna Sand Replacements	150	-	-	150	-	-	-
Upgrade Supervisory Control and Data Acquisition System	1,340	-	-	-	670	670	-
Total Cost of Asset Investment Program	35,935	6,143	3,755	10,632	11,077	3,576	3,575
FUNDED BY							
Internal Funds and Balances			3,755	10,632	11,077	3,576	3,575
Total Funding			3,755	10,632	11,077	3,576	3,575

Busselton Water Corporation

Part 23

Minister for Water; Forestry; Innovation and ICT; Science

Asset Investment Program

The Corporation's Asset Investment Program (AIP) across the forward estimates period is \$12.2 million, with \$3.9 million allocated in 2017-18. The AIP includes expenditure on:

- planned asset replacement and upgrades to infrastructure at various water treatment plants;
- a new trunk main and pump station to provide water services to the Busselton Margaret River Regional Airport; and
- a program of new trunk mains to meet growth and improve network performance.

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 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
COMPLETED WORKS							
Building, Land and Land Improvements - 2016-17 Program.....	164	164	164	-	-	-	-
Office Equipment – 2016-17 Program	155	155	155	-	-	-	-
Plant, Mobile and Other Purchases - 2016-17 Program.....	21	21	21	-	-	-	-
Works							
New Connections and Meters - 2016-17 Program.....	378	378	378	-	-	-	-
New Mains and Services - 2016-17 Program.....	806	806	806	-	-	-	-
Treatment Plants - 2016-17 Program.....	1,489	1,489	1,489	-	-	-	-
NEW WORKS							
Building, Land and Land Improvements							
2017-18 Program	185	-	-	185	-	-	-
2018-19 Program	164	-	-	-	164	-	-
2019-20 Program	285	-	-	-	-	285	-
Busselton Margaret River Regional Airport							
Mains and Pump Station	1,165	-	-	1,165	-	-	-
Office Equipment							
2017-18 Program	100	-	-	100	-	-	-
2018-19 Program	100	-	-	-	100	-	-
2019-20 Program	100	-	-	-	-	100	-
2020-21 Program	25	-	-	-	-	-	25
Plant, Mobile and Other Purchases							
2017-18 Program	74	-	-	74	-	-	-
2018-19 Program	291	-	-	-	291	-	-
2019-20 Program	161	-	-	-	-	161	-
2020-21 Program	42	-	-	-	-	-	42
Works							
New Connections and Meters							
2017-18 Program.....	433	-	-	433	-	-	-
2018-19 Program.....	512	-	-	-	512	-	-
2019-20 Program.....	720	-	-	-	-	720	-
2020-21 Program.....	485	-	-	-	-	-	485
New Mains and Services							
2017-18 Program.....	574	-	-	574	-	-	-
2018-19 Program.....	309	-	-	-	309	-	-
2019-20 Program.....	888	-	-	-	-	888	-
2020-21 Program.....	502	-	-	-	-	-	502
Treatment Plants							
2017-18 Program.....	1,335	-	-	1,335	-	-	-
2018-19 Program.....	1,314	-	-	-	1,314	-	-
2019-20 Program.....	646	-	-	-	-	646	-
2020-21 Program.....	1,773	-	-	-	-	-	1,773
Total Cost of Asset Investment Program.....	15,196	3,013	3,013	3,866	2,690	2,800	2,827
FUNDED BY							
Internal Funds and Balances.....			3,013	2,701	2,690	2,800	2,827
Other			-	1,165	-	-	-
Total Funding			3,013	3,866	2,690	2,800	2,827

Forest Products Commission

Part 23

Minister for Water; Forestry; Innovation and ICT; Science

Asset Investment Program

The Commission's Asset Investment Program provides for an ongoing update of information technology and other equipment that supports the delivery of its services, and to replace key business systems.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
WORKS IN PROGRESS							
Forest Planning and Management System.....	530	240	240	290	-	-	-
COMPLETED WORKS							
Computers, Plant and Equipment - 2016-17 Program.....	600	600	600	-	-	-	-
Acquisition of Land.....	5,925	5,925	5,925	-	-	-	-
NEW WORKS							
Computers, Plant and Equipment							
2017-18 Program.....	600	-	-	600	-	-	-
2018-19 Program.....	600	-	-	-	600	-	-
2019-20 Program.....	600	-	-	-	-	600	-
2020-21 Program.....	600	-	-	-	-	-	600
Total Cost of Asset Investment Program.....	9,455	6,765	6,765	890	600	600	600
FUNDED BY							
Internal Funds and Balances.....			6,765	890	600	600	600
Total Funding.....			6,765	890	600	600	600

Division 46 Office of the Government Chief Information Officer

Part 23 Minister for Water; Forestry; Innovation and ICT; Science

Appropriations, Expenses and Cash Assets

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate ^(a) \$'000	2019-20 Forward Estimate ^(a) \$'000	2020-21 Forward Estimate ^(a) \$'000
DELIVERY OF SERVICES							
Item 85 Net amount appropriated to deliver services	3,370	3,387	6,205	3,404	-	-	-
Total appropriations provided to deliver services.....	3,370	3,387	6,205	3,404	-	-	-
ADMINISTERED TRANSACTIONS							
Item 86 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	5,429	5,632	5,632	5,839	-	-	-
TOTAL APPROPRIATIONS	8,799	9,019	11,837	9,243	-	-	-
EXPENSES							
Total Cost of Services.....	4,394	4,662	9,203	13,315	-	-	-
Net Cost of Services ^(b)	4,106	3,387	5,173	6,262	-	-	-
CASH ASSETS ^(c)	581	-	3,399	-	-	-	-

- (a) At this stage, the Office will cease operations on 30 June 2018, pending a decision as part of the 2018-19 Budget process.
- (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

- Effective use of best practice information and communications technology (ICT) in the public sector will involve agencies moving to GovNext and purchasing ICT infrastructure services on demand under the whole-of-government procurement arrangement. The Office will continue to assist agencies transition to the new arrangements, but delayed adoption may affect the ability of agencies to deliver better services.
- The Office is continuing to establish a platform for the delivery of better Government services with the myWA Digital Services Program. This will enhance the delivery of government online services and reduce the number of agency websites. Legislative constraints limiting the sharing of data between agencies may affect the impact of this program as it progressively rolls out to the community.
- The Office undertakes an important policy development and implementation role, and continues to engage effectively on the creation of whole-of-government policies to support the effective use of technology. Public confidence in the security of information held by Government is paramount and stronger measures in managing and responding to security threats in agencies are required.

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 Outcomes, Services and Key Performance Information reflect Machinery of Government changes related to the transfer of innovation activity to the Department of Jobs, Tourism, Science and Innovation from 1 July 2017. The Office commenced operations 1 July 2015 for a three year period to 30 June 2018. Where practical, the 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual 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 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 Outcome	Service
Sustainable Finances: Responsible financial management and better service delivery.	Enabling effective utilisation of best practice technology in the public sector.	1. Establishment of a Platform for the Delivery of Better Government Services Through Efficient Development of ICT Strategy, Policies and Solutions

Service Summary

Expense	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Establishment of a Platform for the Delivery of Better Government Services Through Efficient Development of ICT Strategy, Policies and Solutions	4,394	4,662	9,203	13,315	-	-	-
Total Cost of Service	4,394	4,662	9,203	13,315	-	-	-

Outcomes and Key Effectiveness Indicator ^(a)

	2015-16	2016-17	2016-17	2017-18	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Enabling effective utilisation of best practice technology in the public sector:					
Percentage of ICT policies endorsed by the governance groups for development by the Office that have been developed and approved by Government	n/a	75%	75%	75%	1

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

Explanation of Significant Movements

(Notes)

- The percentage of ICT policies endorsed by the governance groups for development by the Office that have been developed and approved by Government reflects the effectiveness of the Office in delivering these policy directions. This indicator was developed for use in 2016-17 and no historical comparison is available. Twelve policies were endorsed to be developed with nine completed and approved by Government during 2016-17.

Service and Key Efficiency Indicators

1. Establishment of a Platform for the Delivery of Better Government Services Through Efficient Development of ICT Strategy, Policies and Solutions

Collaboration with government agencies and industry to stabilise costs, increase value for money and minimise risk in the delivery of ICT across the public sector by:

- advising on governance and implementation of ICT projects;
- establishing and driving a whole-of-government ICT strategy, policy and reform agenda;
- identifying and advising on ICT innovation, which will support and enhance government services to meet business and community needs;
- promoting ICT standardised approaches across government; and
- implementing frameworks which improve public sector capability and capacity.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 4,394	\$'000 4,662	\$'000 9,203	\$'000 13,315	1
Less Income.....	288	1,275	4,030	7,053	
Net Cost of Service.....	4,106	3,387	5,173	6,262	
Employees (Full Time Equivalents).....	11	19	19	19	
Efficiency Indicators					
Average Cost of Policy Development	n/a	\$201,000	\$192,000	\$203,000	
Cost of GovNext and myWA Implementation as a Percentage Cost of the Overall Government Spend on Related Services	n/a	2.5%	3.1%	5.2%	2

Explanation of Significant Movements

(Notes)

1. The increase in expenditure in the 2016-17 Estimated Actual and 2017-18 Budget Target compared to 2016-17 Budget is due to additional funding from the ICT Renewal and Reform Fund for the GovNext (\$1.2 million in 2016-17 and \$3.8 million in 2017-18) and myWA (\$700,000 in 2016-17 and \$1.7 million in 2017-18) projects.
2. The 2016-17 Estimated Actual whole-of-government expenditure on related ICT services was lower than anticipated, resulting in an increased percentage of the Office's costs compared to the 2016-17 Budget. Expenditure increases for the GovNext and myWA (\$3 million) projects will increase the comparative rate in 2017-18 compared to the 2016-17 Estimated Actual.

Financial Statements

The 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes related to the transfer of innovation activity to the Department of Jobs, Tourism, Science and Innovation from 1 July 2017. The Office commenced operations on 1 July 2015 for a three year period to 30 June 2018.

Income Statement

Expenses

Increased expenditure in 2016-17 and 2017-18 mainly reflects approval of additional funding from the ICT Renewal and Reform Fund, for various projects, including the GovNext (\$1.2 million in 2016-17 and \$3.8 million in 2017-18) and myWA (\$700,000 in 2016-17 and \$1.7 million in 2017-18) projects.

Income

Increases in grants and subsidies revenue reflects the allocation of funding from the ICT Renewal and Reform Fund during 2016-17 for projects such as GovNext and myWA.

Statement of Cashflows

The same impacts outlined above are also reflected in the movements in the Statement of Cashflows.

INCOME STATEMENT ^(a) (Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	2,739	3,085	3,805	7,403	-	-	-
Grants and subsidies ^(c)	15	-	-	-	-	-	-
Supplies and services	1,402	986	2,671	3,012	-	-	-
Accommodation	205	281	331	579	-	-	-
Other expenses.....	33	310	2,396	2,321	-	-	-
TOTAL COST OF SERVICES	4,394	4,662	9,203	13,315	-	-	-
Income							
Grants and subsidies.....	205	1,275	4,030	7,053	-	-	-
Other revenue	83	-	-	-	-	-	-
Total Income.....	288	1,275	4,030	7,053	-	-	-
NET COST OF SERVICES	4,106	3,387	5,173	6,262	-	-	-
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	3,370	3,387	6,205	3,404	-	-	-
Resources received free of charge	36	-	40	40	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	3,406	3,387	6,245	3,444	-	-	-
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	(700)	-	1,072	(2,818)	-	-	-

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

(b) The Full Time Equivalents for 2015-16 Actual, 2016-17 Estimated Actual and 2017-18 Budget Estimate are 11, 19 and 19 respectively. In some cases the figures for 2015-16 and 2016-17 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

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Western Australian Information Technology and Telecommunications Alliance.....	15	-	-	-	-	-	-
TOTAL	15	-	-	-	-	-	-

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

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	581	-	3,399	-	-	-	-
Receivables	134	-	134	-	-	-	-
Total current assets	715	-	3,533	-	-	-	-
TOTAL ASSETS	715	-	3,533	-	-	-	-
CURRENT LIABILITIES							
Employee provisions	508	-	508	-	-	-	-
Payables	873	-	873	-	-	-	-
Other.....	1	-	1,747	-	-	-	-
Total current liabilities	1,382	-	3,128	-	-	-	-
NON-CURRENT LIABILITIES							
Employee provisions	33	-	33	-	-	-	-
Total non-current liabilities	33	-	33	-	-	-	-
TOTAL LIABILITIES.....	1,415	-	3,161	-	-	-	-
EQUITY							
Accumulated surplus/(deficit).....	(700)	-	372	-	-	-	-
Total equity	(700)	-	372	-	-	-	-
TOTAL LIABILITIES AND EQUITY	715	-	3,533	-	-	-	-

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

(b) At this stage, the Office will cease operations on 30 June 2018 pending a decision as part of the 2018-19 Budget process.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	3,370	3,387	6,205	3,404	-	-	-
Net cash provided by State Government.....	3,370	3,387	6,205	3,404	-	-	-
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,992)	(3,085)	(3,805)	(7,944)	-	-	-
Supplies and services	(781)	(986)	(2,631)	(3,146)	-	-	-
Accommodation	(204)	(281)	(331)	(579)	-	-	-
Other payments.....	(130)	(379)	(719)	(2,385)	-	-	-
Receipts ^(b)							
Grants and subsidies.....	205	1,275	4,030	7,053	-	-	-
GST receipts.....	85	69	69	137	-	-	-
Other receipts	28	-	-	61	-	-	-
Net cash from operating activities	(2,789)	(3,387)	(3,387)	(6,803)	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	581	-	2,818	(3,399)	-	-	-
Cash assets at the beginning of the reporting period	-	-	581	3,399	-	-	-
Cash assets at the end of the reporting period	581	-	3,399	-	-	-	-

(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)

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Grants and Subsidies							
GovNext ICT	205	1,275	4,030	7,053	-	-	-
GST Receipts							
GST Input Credits	85	69	69	137	-	-	-
Other Receipts							
Other Receipts	28	-	-	61	-	-	-
TOTAL	318	1,344	4,099	7,251	-	-	-

(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

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
INCOME							
Other							
Administered Grants and Transfer Payments.....	5,429	5,632	5,632	5,839	-	-	-
TOTAL ADMINISTERED INCOME	5,429	5,632	5,632	5,839	-	-	-
EXPENSES							
Other							
ICT Renewal and Reform Fund.....	205	5,632	4,690	12,005	-	-	-
TOTAL ADMINISTERED EXPENSES	205	5,632	4,690	12,005	-	-	-

Agency Special Purpose Account Details

ICT RENEWAL AND REFORM FUND

Account Purpose: To expedite the delivery of ICT reform across the Western Australian public sector in an efficient and cost-effective manner as approved by the Expenditure Review Committee and/or Cabinet.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000
Opening Balance	-	5,224	5,224	6,166
Receipts:				
Appropriations.....	5,429	5,632	5,632	5,839
	5,429	10,856	10,856	12,005
Payments	205	1,275	4,690	12,005
CLOSING BALANCE	5,224	9,581	6,166	-

Division 47 Chemistry Centre (WA)

Part 23 Minister for Water; Forestry; Innovation and ICT; Science

Appropriations, Expenses and Cash Assets

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 87 Net amount appropriated to deliver services	7,559	6,459	7,126	6,943	6,410	6,310	6,218
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	246	251	251	251	251	251	251
Total appropriations provided to deliver services.....	7,805	6,710	7,377	7,194	6,661	6,561	6,469
CAPITAL							
Item 129 Capital Appropriation.....	1,300	1,500	1,848	940	1,000	1,000	1,000
TOTAL APPROPRIATIONS	9,105	8,210	9,225	8,134	7,661	7,561	7,469
EXPENSES							
Total Cost of Services.....	24,498	24,971	25,853	26,725	26,519	26,652	26,752
Net Cost of Services ^(a)	8,546	7,961	8,043	8,496	7,945	7,778	7,572
CASH ASSETS ^(b)	1,867	2,799	1,967	2,046	1,783	1,531	1,311

(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

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since the publication of the 2016-17 Pre-election Financial Projections Statement on 9 February 2017, are outlined below:

	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Agency Expenditure Review					
National Measurement Institute Perth Transaction.....	459	1,825	1,480	1,524	1,570
Salary Savings	-	(65)	(66)	(67)	(68)
Freeze Salaries and Allowances Tribunal Determined Salaries	-	(7)	(13)	(20)	(20)
Revision to Indexation for Non-Salary Expenses	-	(78)	(151)	(180)	(209)

Significant Issues Impacting the Agency

- Developing new and innovative analytical methods to respond to the escalating range of new substances entering the illegal drug market place to support the Office of the Coroner, Western Australia Police, the Office of the Director of Public Prosecutions and various other entities.
- Ensuring the State has adequate emergency response capabilities in place to respond to major hazardous events such as chemical spills/fires and clandestine drug laboratory dismantling. This is reinforced by collaboration with other State, national and international agencies.

- Undertaking an independent review of the Centre's enabling legislation, the *Chemistry Centre (WA) Act 2007*. The review will assess the effectiveness of the Centre's operations over the last five years and provide recommendations for its future.
- Managing the reduction in non-government revenue to minimise reliance on the Consolidated Account. The cyclical nature of the mining and energy sectors, and their consequence on the economy more broadly, has led to a decrease in demand for some of the Centre's services.
- Investing in research and development (R&D) activities is essential to ensure that the Centre's analytical capabilities are kept current and deliver the most effective and efficient services to the State, whilst maintaining the Centre's standing in the analytical community. To maintain these services, the Centre is also required to invest in staff recruitment, training, and skills development to attract and retain suitably qualified and experienced staff capable of undertaking R&D 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
Strong Communities:	Quality scientific advice.	1. Commercial and Scientific Information and Advice
Safe communities and supported families.	Quality emergency response.	2. Emergency Response Management
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Quality research and development.	3. Research and Development

Service Summary

Expense	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Commercial and Scientific Information and Advice.....	21,416	21,742	21,892	22,008	21,707	21,744	21,746
2. Emergency Response Management.....	1,894	1,635	2,346	3,070	3,132	3,194	3,258
3. Research and Development	1,188	1,594	1,615	1,647	1,680	1,714	1,748
Total Cost of Services	24,498	24,971	25,853	26,725	26,519	26,652	26,752

Outcomes and Key Effectiveness Indicators (a)

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Outcome: Quality scientific advice:					
Client satisfaction.....	85%	80%	84%	80%	
Proficiency rating.....	92%	95%	92%	95%	
Outcome: Quality emergency response:					
Average resolution time	2.4 hours	4 hours	3.3 hours	4 hours	
Outcome: Quality research and development:					
Aggregate value of the Centre's components	46/54	60/40	29/71	60/40	1
Quality of research and development	84%	80%	80%	80%	

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

Explanation of Significant Movements

(Notes)

- During the 2016-17 financial year, the method of recording operating subsidy expenses was amended to reflect the full cost of delivering statutory obligations (as defined in the *Chemistry Centre (WA) Act 2007*). It now captures all expenses associated with research and development. This has resulted in a lower ratio than reported in previous years. The ratio would have been 49/51 if the operating subsidy for 2016-17 were recorded on same basis as 2015-16. This indicates an improved performance over the previous year.

Services and Key Efficiency Indicators

1. Commercial and Scientific Information and Advice

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

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 21,416	\$'000 21,742	\$'000 21,892	\$'000 22,008	
Less Income.....	15,054	16,054	16,578	16,972	
Net Cost of Service.....	6,362	5,688	5,314	5,036	
Employees (Full Time Equivalents).....	85	85	87	104	1
Efficiency Indicators					
Billable Hours	96,941	93,720	99,694	118,404	
Average Cost per Chargeable Hour	\$221	\$232	\$219	\$186	

Explanation of Significant Movements

(Notes)

- The increase in Full Time Equivalents reflects the resources necessary to service the new business that has resulted from the Centre's acquisition of the National Measurement Institute. These resources are managed in proportion to the revenue retained.

2. Emergency Response Management

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

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 1,894	\$'000 1,635	\$'000 2,346	\$'000 3,070	1
Less Income.....	-	-	-	-	
Net Cost of Service.....	1,894	1,635	2,346	3,070	2
Employees (Full Time Equivalents).....	6	5	7	8	
Efficiency Indicators					
Billable Hours	6,508	5,500	7,440	7,970	
Average Cost per Chargeable Hours.....	\$291	\$297	\$315	\$385	

Explanation of Significant Movements

(Notes)

- The Total Cost of Service expenditure is to fulfil the Centre's obligations in 'Emergency Response Management', as described in section 9(a)(iv) of the *Chemistry Centre (WA) Act 2007*. The cost is attributable to the five core expert positions in the Emergency Response (ER) section and the necessary plant and equipment. In addition, to enable a full 24/7 service the Centre utilises non-core ER staff from other areas within the Centre. Staff are paid appropriate allowances to enable a 24 hour, State-wide response.
- The Centre receives no external income for the provision of ER services, as such the Net Cost of Service and Total Cost of Service amounts are identical.

3. Research and Development

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

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 1,188	\$'000 1,594	\$'000 1,615	\$'000 1,647	
Less Income.....	898	956	1,232	1,257	
Net Cost of Service.....	290	638	383	390	
Employees (Full Time Equivalents).....	5	6	6	6	
Efficiency Indicators					
Billable Hours	5,278	6,600	6,945	6,831	
Average Cost per Chargeable Hour	\$225	\$242	\$233	\$241	

Asset Investment Program

The Centre's Asset Investment Program is in line with its strategic goals, which are linked to Government's goals. The Centre will spend \$1.5 million on replacement and acquisition of new scientific equipment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement Program - Capital Equipment							
Replacement Program 2016-17.....	1,845	1,845	1,845	-	-	-	-
NEW WORKS							
Capital Equipment Replacement							
2017-18 Program.....	1,500	-	-	1,500	-	-	-
2018-19 Program.....	1,000	-	-	-	1,000	-	-
2019-20 Program.....	1,000	-	-	-	-	1,000	-
2020-21 Program.....	1,000	-	-	-	-	-	1,000
Total Cost of Asset Investment Program.....	6,345	1,845	1,845	1,500	1,000	1,000	1,000
FUNDED BY							
Capital Appropriation.....			1,848	940	1,000	1,000	1,000
Drawdowns from the Holding Account.....			-	560	-	-	-
Internal Funds and Balances.....			(3)	-	-	-	-
Total Funding.....			1,845	1,500	1,000	1,000	1,000

Financial Statements

Income Statement

Expenses

The Total Cost of Services for the 2017-18 Budget Estimate, shows an increase of \$872,000 over the 2016-17 Estimated Actual. This is mainly due to salary increases associated with a greater number of staff to address a larger sample size.

Income

Fee for service revenue from the provision of service to clients is estimated to increase in the 2017-18 Budget Estimate by \$419,000 compared to the 2016-17 Estimated Actual. This increase flows from the transaction with the National Measurement Institute Perth, which resulted in the Centre purchasing their equipment and servicing their clients. However, it is anticipated that this will be partially offset by a reduction in revenue from other analytical services.

Statement of Financial Position

The equity contribution from Government will increase by \$940,000 in the 2017-18 Budget Estimate compared to the 2016-17 Estimated Actual. The funds will be used to acquire essential equipment to provide essential statutory obligations outlined in the *Chemistry Centre (WA) Act 2007*.

INCOME STATEMENT ^(a) (Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	13,001	13,262	13,737	14,769	14,816	15,076	15,351
Supplies and services	1,930	2,024	2,173	2,227	2,218	2,209	2,200
Accommodation	5,770	5,790	5,722	5,749	5,735	5,731	5,722
Depreciation and amortisation	1,289	1,218	1,253	1,302	1,284	1,218	1,103
Other expenses.....	2,508	2,677	2,968	2,678	2,466	2,418	2,376
TOTAL COST OF SERVICES	24,498	24,971	25,853	26,725	26,519	26,652	26,752
Income							
Sale of goods and services.....	15,920	16,946	17,778	18,196	18,540	18,839	19,144
Other revenue	32	64	32	33	34	35	36
Total Income.....	15,952	17,010	17,810	18,229	18,574	18,874	19,180
NET COST OF SERVICES	8,546	7,961	8,043	8,496	7,945	7,778	7,572
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	7,805	6,710	7,377	7,194	6,661	6,561	6,469
TOTAL INCOME FROM STATE GOVERNMENT	7,805	6,710	7,377	7,194	6,661	6,561	6,469
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	(741)	(1,251)	(666)	(1,302)	(1,284)	(1,217)	(1,103)

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

(b) The Full Time Equivalents for 2015-16 Actual, 2016-17 Estimated Actual and 2017-18 Budget Estimate are 117, 121 and 137 respectively. In some cases the figures for 2015-16 and 2016-17 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,867	2,799	1,967	2,046	1,783	1,531	1,311
Holding account receivables.....	560	560	560	-	-	-	-
Receivables	2,111	1,176	2,525	2,536	2,557	2,574	2,591
Other.....	372	250	380	250	250	250	250
Total current assets	4,910	4,785	5,432	4,832	4,590	4,355	4,152
NON-CURRENT ASSETS							
Property, plant and equipment.....	2,671	3,200	3,864	4,139	3,995	3,790	3,694
Intangibles	778	643	596	519	379	366	359
Other.....	2,924	3,376	3,211	3,500	3,789	4,079	4,370
Total non-current assets	6,373	7,219	7,671	8,158	8,163	8,235	8,423
TOTAL ASSETS	11,283	12,004	13,103	12,990	12,753	12,590	12,575
CURRENT LIABILITIES							
Employee provisions	2,638	2,631	2,638	2,638	2,638	2,638	2,638
Payables.....	300	592	783	808	808	808	808
Other.....	1,228	1,107	1,383	1,607	1,654	1,708	1,796
Total current liabilities	4,166	4,330	4,804	5,053	5,100	5,154	5,242
NON-CURRENT LIABILITIES							
Employee provisions	796	808	796	796	796	796	796
Total non-current liabilities	796	808	796	796	796	796	796
TOTAL LIABILITIES.....	4,962	5,138	5,600	5,849	5,896	5,950	6,038
EQUITY							
Contributed equity	7,438	8,938	9,286	10,226	11,226	12,226	13,226
Accumulated surplus/(deficit).....	(1,117)	(2,072)	(1,783)	(3,085)	(4,369)	(5,586)	(6,689)
Total equity	6,321	6,866	7,503	7,141	6,857	6,640	6,537
TOTAL LIABILITIES AND EQUITY	11,283	12,004	13,103	12,990	12,753	12,590	12,575

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	7,805	6,710	7,377	7,194	6,661	6,561	6,469
Capital appropriation.....	1,300	1,500	1,848	940	1,000	1,000	1,000
Holding account drawdowns.....	-	-	-	560	-	-	-
Receipts paid into Consolidated Account.....	(5)	-	-	-	-	-	-
Net cash provided by State Government.....	9,100	8,210	9,225	8,694	7,661	7,561	7,469
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(14,459)	(13,212)	(13,586)	(14,641)	(14,683)	(14,894)	(15,213)
Supplies and services.....	(1,493)	(2,002)	(2,176)	(2,237)	(2,218)	(2,226)	(2,209)
Accommodation.....	(5,720)	(6,045)	(5,977)	(5,955)	(5,942)	(5,938)	(5,930)
Other payments.....	(3,817)	(4,285)	(4,712)	(4,330)	(4,243)	(4,241)	(4,148)
Receipts							
Sale of goods and services.....	14,645	17,111	17,583	18,406	18,519	18,822	19,127
GST receipts.....	1,465	1,579	1,588	1,642	1,643	1,664	1,684
Net cash from operating activities.....	(9,379)	(6,854)	(7,280)	(7,115)	(6,924)	(6,813)	(6,689)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(841)	(1,500)	(1,845)	(1,500)	(1,000)	(1,000)	(1,000)
Net cash from investing activities.....	(841)	(1,500)	(1,845)	(1,500)	(1,000)	(1,000)	(1,000)
NET INCREASE/(DECREASE) IN CASH HELD.....	(1,120)	(144)	100	79	(263)	(252)	(220)
Cash assets at the beginning of the reporting period.....	2,987	2,943	1,867	1,967	2,046	1,783	1,531
Cash assets at the end of the reporting period.....	1,867	2,799	1,967	2,046	1,783	1,531	1,311

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