

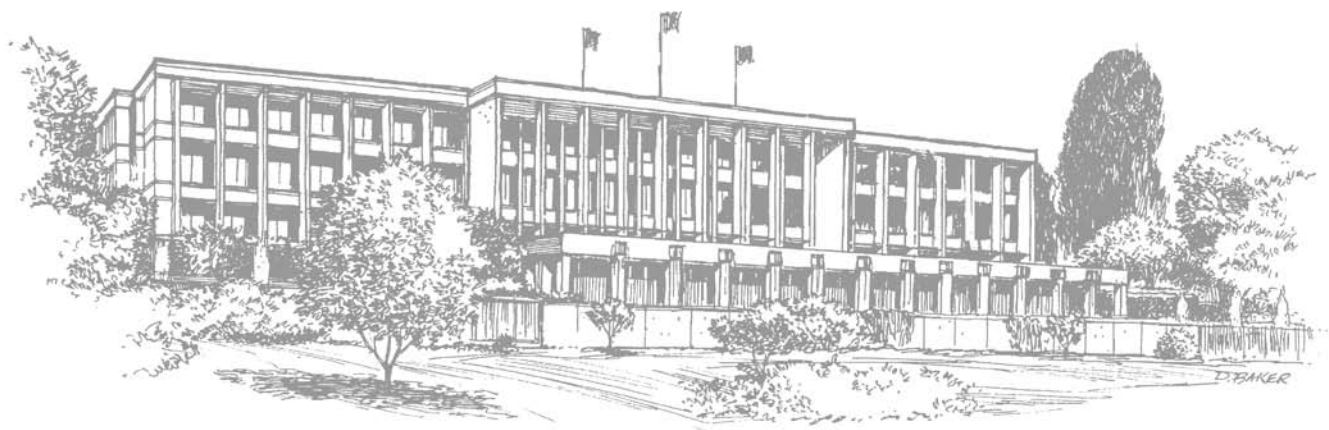


2008-09 BUDGET

BUDGET STATEMENTS

Budget Paper No. 2
Volume 2

**PRESENTED TO THE LEGISLATIVE ASSEMBLY
ON 8 MAY 2008**



2008–09 Budget Statements

(Budget Paper No. 2 Volume 2)

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Published May 2008

John A. Strijk, Government Printer

ISSN 1448–2630

BUDGET 2008-09

BUDGET STATEMENTS

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CHAPTER 3

AGENCY INFORMATION IN SUPPORT OF THE ESTIMATES

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Part 6

Minister for Police and Emergency Services; Community Safety; Water Resources; Sport and Recreation

SUMMARY OF PORTFOLIO APPROPRIATIONS

Page	Agency	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
375	Western Australia Police			
	– Delivery of Services.....	780,658	792,801	887,919
	– Capital Contribution.....	85,300	51,180	40,144
	Total	865,958	843,981	928,063
400	Fire and Emergency Services Authority of Western Australia			
	– Delivery of Services.....	30,632	28,236	27,997
	– Administered Grants, Subsidies and Other Transfer Payments	1	-	-
	– Capital Contribution.....	1,210	1,210	32,910
	Total	31,843	29,446	60,907
415	Water			
	– Delivery of Services.....	60,585	65,427	81,363
	– Administered Grants, Subsidies and Other Transfer Payments	2,570	2,570	2,151
	– Capital Contribution.....	4,286	4,286	5,010
	Total	67,441	72,283	88,524
434	Water Corporation	-	-	-
437	Bunbury Water Board	-	-	-
438	Busselton Water Board	-	-	-
439	Sport and Recreation			
	– Delivery of Services.....	60,946	48,379	65,591
	– Capital Contribution.....	100	2,000	76,897
	Total	61,046	50,379	142,488

Part 6

Minister for Police and Emergency Services; Community Safety; Water Resources; Sport and Recreation

SUMMARY OF PORTFOLIO APPROPRIATIONS

Page	Agency	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
455	Western Australian Sports Centre Trust			
	– Delivery of Services.....	8,681	8,681	7,845
	– Capital Contribution.....	85	85	100
	Total	8,766	8,766	7,945
	GRAND TOTAL			
	– Delivery of Services.....	941,502	943,524	1,070,715
	– Administered Grants, Subsidies and Other Transfer Payments	2,571	2,570	2,151
	– Capital Contribution.....	90,981	58,761	155,061
	Total.....	1,035,054	1,004,855	1,227,927

WESTERN AUSTRALIA POLICE

PART 6 - MINISTER FOR POLICE AND EMERGENCY SERVICES; COMMUNITY SAFETY; WATER RESOURCES; SPORT AND RECREATION

DIVISION 22

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 56 Net amount appropriated to deliver services ^(a)	696,523	777,821	789,898	884,995	875,760	897,664	914,514
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 ^(b)	2,918	2,837	2,903	2,924	3,002	3,092	3,185
Total appropriations provided to deliver services	699,441	780,658	792,801	887,919	878,762	900,756	917,699
CAPITAL							
Item 142 Capital Contribution	38,415	85,300	51,180	40,144	38,666	34,508	21,264
GRAND TOTAL	737,856	865,958	843,981	928,063	917,428	935,264	938,963

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

To enhance the quality of life and wellbeing of all people in Western Australia by contributing to making our State a safe and secure place.

SIGNIFICANT ISSUES AND TRENDS

- Continuing to improve the quality of intelligence data and systems available to the Western Australia Police as part of maintaining public safety and security.
- Heightening preparedness to provide business continuity and disaster recovery in the event of emergencies including environmental disasters or terrorist attacks.
- Continuing to focus on maximising officer availability for frontline policing.
- Further enforcing road-user compliance to improve traffic safety.
- Enhancing cross-jurisdictional and international policing partnerships for the purpose of preventing and responding to crime.
- Recruiting and retaining staff in a competitive workforce environment.
- Continuing population growth in metropolitan and regional Western Australia.
- Progressing enhancements in the provision of policing services to improve the safety of Indigenous people.

- Maintaining the integrity of exhibits through the enhanced storage of property (found, seized or stolen).
- Continuing to meet increasing demand from calls to the Police Assistance Centre by the community of Western Australia.
- Meeting increased demands on policing resources as a result of changes to legislation and other initiatives such as the 'Hoon Legislation' (*Road Traffic Amendment Act 2007*), *Dangerous Goods Safety Act 2004*, *Prostitution Act 2000*, Western Australian Redress Scheme and mandatory reporting of child sexual abuse.
- Maintaining state-wide information technology and regional radio communications services as a result of equipment obsolescence.
- Ensuring operational availability of the police helicopter to meet its frontline support role.
- Addressing accommodation issues (short and long-term requirements) in order to optimise policing resources.

MAJOR POLICY DECISIONS

Details of major policy decisions impacting on the Western Australia Police's Income Statement since publication of the 2007-08 Budget to Parliament on 10 May 2007 are outlined below.

	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Advertising - Recruitment Campaign.....	800	-	-	-
Implementation of Mandatory Reporting of Child Sexual Abuse	1,309	1,026	1,136	1,328
Indigenous Safety Taskforce	5,337	6,820	6,809	6,935
Office of Crime Prevention - Advertising for State Graffiti Strategy.....	400	200	-	-
Office of Crime Prevention - State Graffiti Vandalism Reduction Strategy	1,447	1,268	-	-
Western Australian Illicit Amphetamine Summit - Government Action Plan	1,360	1,400	1,443	1,443

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Intelligence and Protective Services.....	53,339	64,621	64,244	69,249			
<i>Service 2:</i>							
Crime Prevention and Public Order	59,428	86,188	81,552	85,822			
<i>Service 3:</i>							
Community Support (Non-Offence Incidents)	68,137	88,306	77,287	83,894			
<i>Service 4:</i>							
Emergency Management and Coordination	15,753	18,738	22,383	25,407			
<i>Service 5:</i>							
Response to and Investigation of Offences	271,716	295,939	322,360	347,908			
<i>Service 6:</i>							
Services to the Judicial Process	81,971	89,951	85,461	87,248			
<i>Service 7:</i>							
Traffic Law Enforcement and Management.....	174,040	161,780	171,712	190,166			
<i>Service 8:</i>							
Implementation of the State Crime Prevention Strategy	7,442	8,327	11,086	10,280			
Total Cost of Services ^(a)	731,826	813,850	836,085	899,974	917,593	935,426	952,569
<i>Less Income.....</i>	<i>30,960</i>	<i>22,283</i>	<i>32,689</i>	<i>37,076</i>	<i>23,865</i>	<i>24,220</i>	<i>24,220</i>
Net Cost of Services ^(a)	700,866	791,567	803,396	862,898	893,728	911,206	928,349
 Adjustments ^(b)	 (1,425)	 (10,909)	 (10,595)	 25,021	 (14,966)	 (10,450)	 (10,650)
Appropriation Provided to Deliver Services ^(a)	699,441	780,658	792,801	887,919	878,762	900,756	917,699
 CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	38,415	85,300	51,180	40,144	38,666	34,508	21,264
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	737,856	865,958	843,981	928,063	917,428	935,264	938,963

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(c) Supporting details are disclosed in the Capital Contribution Statement.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcomes	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	Lawful behaviour and community safety.	1. Intelligence and Protective Services 2. Crime Prevention and Public Order 3. Community Support (Non-Offence Incidents) 4. Emergency Management and Coordination
	Offenders apprehended and dealt with in accordance with the law.	5. Response to and Investigation of Offences 6. Services to the Judicial Process
	Lawful road-user behaviour.	7. Traffic Law Enforcement and Management
	A safer and more secure community.	8. Implementation of the State Crime Prevention Strategy

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Lawful behaviour and community safety.					
The community's level of satisfaction with services provided by police ^{(b) (c) (d)}	6.6	=> 6.7	6.6	=>6.7	
The community's level of satisfaction with services received during the most recent contact with police ^{(b) (c) (d)}	7.8	=> 7.8	7.7	=> 7.8	
Extent to which the community thought each of the following was a problem in their own neighbourhood: ^{(b) (c) (d)}					
- Physical assault in a public place	2.3	<= 2.4	2.4	<= 2.4	
- Housebreaking	4.0	<= 4.0	4.0	<= 4.0	
- Motor vehicle theft	2.9	<= 3.0	2.8	<= 2.8	
- Illegal drugs	4.0	<= 4.1	4.2	<= 4.1	
- Louts or gangs	2.0	<= 2.0	2.1	<= 2.0	
- Drunken or disorderly behaviour	2.6	<= 2.5	2.7	<= 2.5	
- Speeding cars, dangerous or noisy driving..	5.2	<= 5.0	5.3	<= 5.0	
State emergency management plans in place and current, and resources committed, where the Western Australia Police is the designated Hazard Management Agency, to prevent and minimise risk ^(e)	6	6	6	6	

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Number of police officers who have a key emergency-related qualification ^(f)	3,507	2,870	3,707	3,550	The 2008-09 Target reflects the sum of each key emergency-related qualification target ^(f) . The actual or estimated number of qualified police officers may exceed the target due to local emergency-related training requirements.
Outcome: Offenders apprehended and dealt with in accordance with the law.					
Selected recorded offences against the person cleared: ^{(g) (h) (i) (j)}					
- Number cleared.....	27,557	=>27,000	27,000	=>27,000	
- Percentage cleared	80.4%	=>83%	80%	=>83%	
Selected recorded property offences cleared: ^{(g) (h) (i) (k)}					
- Number cleared.....	34,266	=>34,000	34,000	=>34,000	
- Percentage cleared	19.7%	=>20%	20%	=>20%	
Recorded drug-trafficking offences: ^{(g) (h) (i) (l)}					
- Number cleared.....	2,515	=>2,300	2,300	=>2,300	
- Percentage cleared	92.7%	=>93%	92%	=>93%	
Percentage of guilty pleas before trial ^{(m) (n) (o)} ..	93.5%	93%	93%	93%	
Percentage of convictions for matters listed for trial ^{(m) (n) (o)}	64.2%	65%	65%	65%	
Number of deaths in custody for which the Western Australia Police is culpable ^(p)	nil	nil	nil	nil	
Number of escapes from police custody ^(q)	2	nil	nil	nil	
Outcome: Lawful road-user behaviour.					
Percentage of drivers tested for drink-driving who are found to exceed the lawful alcohol limit ^{(r) (s)}	1.6%	=>1.6%	1.6%	=>1.6%	
Percentage of vehicles monitored for speeding by speed cameras that are found to exceed the lawful speed limit ^{(t) (u)}	17.1%	=>20%	17%	=>20%	
Percentage of drivers who have never driven when they felt they might be over the 0.05 alcohol limit in the last six months ^{(b) (c)}	83.7%	=>85%	84%	=>85%	
Percentage of drivers who have never exceeded the speed limit by 10kph or more in the last six months ^{(b) (c)}	35.1%	=>35%	35%	=>35%	
Percentage of drivers who have never driven without wearing a seat belt in the last six months ^{(b) (c)}	90.5%	=>91%	91%	=>91%	
Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood ^{(b) (c) (d)}	5.2	<=5.0	5.3	<=5.0	
Outcome: A safer and more secure community.					
Reported rate of home burglary per 1,000 residential dwellings ^(v)	30.3	<=32.0	30.0	<=30.0	
Proportion of the community who feel 'safe' or 'very safe' at home alone after dark ^{(b) (c)}	79.2%	=>79%	78%	=>79%	
Proportion of the community who feel 'safe' or 'very safe' at home alone during the day ^{(b)(c)}	91.1%	=>91%	90%	=>91%	

- (a) More details of effectiveness indicators are provided in the annual report.
- (b) The data for this measure is obtained from the National Survey of Community Satisfaction with Policing. In Western Australia about 5,700 people aged 15 years and over are surveyed over a 12 month period.
- (c) With all sample surveys there are errors that occur by chance because the data was obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with the estimate used for each indicator varies, but is lower than 25 per cent.
- (d) This indicator uses as a unit of measurement the Likert Summation Index. This is a method for aggregating responses to obtain one measure of the overall (or 'average') level of attitude/opinion. This method converts the data collected using a Likert scale into an interval scale, and then derives a measure of centrality. The Likert scale is converted into an interval scale by assigning equal-distant 'scores' to each category in the scale. For example, where the indicator relates to satisfaction with police services, the five response categories are assigned scores as follows: 'very satisfied' (10); 'satisfied' (7.5); 'neither satisfied nor dissatisfied' (5); 'dissatisfied' (2.5); and 'very dissatisfied' (0). Where the indicator relates to problems in the neighbourhood, the three response categories are assigned scores as follows: 'major problem' (10); 'somewhat of a problem' (5); and 'not a problem' (0). The summation index measure is obtained by multiplying the number of responses in each category by their respective score, summing these results and dividing this total by the total number of responses.
- (e) The Western Australia Police is the Hazard Management Agency (HMA) responsible for six State Emergency Management Plans, known as Westplans: Air Crash; Land Search; Marine Search and Rescue; Nuclear Powered Warship Visit; Space Re-entry Debris; and Road Crash. The Western Australia Police is also the HMA responsible for the hazard of 'terrorist act' that has been included in the *Emergency Management Act 2005*. Emergency management planning for terrorism is not covered by a Specific State Emergency Management Plan, but rather through a series of plans, policies, strategies and arrangements. Current means that emergency management plans have been reviewed and, where possible, exercised in the previous twelve month period.
- (f) The 2007-08 Estimated figure is based on the sum of the following number of police officers who had a key emergency-related qualification as at 29 February 2008: Australasian Inter-Service Incident Management System Course (240); Land Search and Rescue Controllers Course (579); First Responder Course (851); Marine Search and Rescue Initial Response Introduction Courses (487); Incident Managers Course (678); Strategic Emergency Management Course (282); and Chemical, Biological and Radiological Familiarisation Course (590). The 2008-09 Target is based on the sum of the following target number of police officers who have a key emergency-related qualification: Australasian Inter-Service Incident Management System course (250); Land Search and Rescue Controllers Course (500); First Responder Course (900); Marine Search and Rescue Initial Response Introduction Courses (500); Incident Managers Course (700); Strategic Emergency Management Course (200); and Chemical, Biological and Radiological Familiarisation Course (500). The number of police officers shown as qualified for each of the key emergency-related courses is not mutually exclusive as a police officer may be qualified in more than one key emergency-related course.
- (g) An offence is cleared (clearance) where an offender/s is apprehended or processed (such as by arrest, summons, Juvenile Justice Team referral, juvenile caution, drug caution or infringement) or where, for some substantial reason, police investigations cannot be continued. These reasons include: the offender has died; the offender is in another jurisdiction and extradition is not desired or available; insufficient evidence exists to proceed against a suspect; there is a statute bar to proceedings where an offender is under age or claims diplomatic immunity; admittance to a psychiatric facility; false or mistaken reports; withdrawn complaint; civil action recommended.
- (h) The number of offences cleared (clearances) for a period (e.g. financial year) comprises all offences for which a clearance was recorded during that period. Due to the nature and length of investigations, the number of offences cleared during a period may include offences reported prior to that period.
- (i) The percentage of offences cleared is based on the number of offences cleared during a period expressed as a percentage of the number of offences reported during the same period. The percentage of offences cleared may exceed 100 per cent due to more offences being cleared than were reported during a reporting period.
- (j) 'Offences against the person' include: homicide, aggravated sexual assault, non-aggravated sexual assault, aggravated assault, non-aggravated assault, threatening behaviour, deprivation of liberty, aggravated robbery and non-aggravated robbery.
- (k) 'Property offences' include: burglary, theft, motor vehicle theft, arson and property damage offences and exclude receiving / illegal use, fraud and graffiti offences.
- (l) Drug-trafficking is the unlawful sale, supply, cultivation or manufacture of a prohibited drug or plant. Most drug-trafficking offences are detected by, rather than reported to, police and this results in a high percentage of offences cleared.
- (m) Relates to matters (charges) that have been placed before the Magistrates Court and Children's Court throughout the state by the police (note that as from December 2006, the Director of Public Prosecutions became responsible for the prosecution of matters at the Perth Children's Court). The data may also include a small number of matters placed before the Keeling Islands (Christmas Island and Cocos Island) Court by the Australian Federal Police. Criminal matters placed before the District and Supreme Courts are not included.
- (n) The percentage of guilty pleas before trial is based on the number of guilty pleas expressed as a percentage of the sum of the number of guilty pleas and matters listed for trial. The percentage of convictions for matters listed for trial is based on the number of convictions expressed as a percentage of the number of matters listed for trial. Matters listed for trial may not actually proceed to trial, but a guilty or not guilty finding can still be recorded.
- (o) The introduction of the Trial Allocation Day that replaced the Direction Hearings resulted in a flow on effect that has continued to facilitate early pleas of guilty. In addition, the legislative requirement of full disclosure as identified in the *Criminal Procedure Act 2004* has continued to assist in early identification of matters prior to trial. The impact of the *Criminal Code Amendment Act, No. 4, 2004* (this Act created the concept 'Either Way' offences) continues to filter its effects on the Magisterial jurisdiction with regard to a greater number of complex and lengthy trial matters. The *Criminal Investigation Act 2006* confers powers to detain and powers of entry and search. Section 154 of the Act provides that if a thing relevant to an offence is seized or obtained and a requirement of this Act in relation to exercising the power conferred by this Act is contravened, any evidence derived is not admissible in any criminal proceedings against a person in a court. This provision may impact on the successful prosecution of trial matters.
- (p) The State Coroner is responsible for determining the culpability of the Western Australia Police in the death of a person in custody. Custody includes: detaining an intoxicated person, where no other option is available; accompanying an officer for the purposes of undergoing a breath test; travelling with a member to assist in inquiries; and being formally under arrest for any reason. For the purposes of Recommendation 6 of the Royal Commission into Aboriginal Deaths in Custody, the definition of a death in custody includes a situation where police officers are attempting to detain a person, i.e. high speed pursuit.
- (q) Comprises persons escaping from police lock-ups only. The legal status of offenders passing through police lock-ups includes: arrested; fine defaulters; persons on remand; sentenced prisoners; and persons held on warrants.
- (r) Achieved through the use of strategies that focus Random Breath Test and Mobile Breath Test enforcement activities at high alcohol consumption times and locations.
- (s) Based on the number of evidentiary charges expressed as a percentage of the total number of preliminary breath tests. The number of preliminary breath tests and evidentiary charges are derived from the Daily Traffic Returns. These statistics therefore reflect the returns that have been submitted and the accuracy of the data in those returns.

- (t) Achieved through the targeted use of speed measuring equipment, both camera and officer operated, in known black spot areas, areas of complaint or those identified as having low-speed limit compliance.
- (u) The lawful speed limit is defined as the posted speed limit shown on road signage.
- (v) Community safety and crime prevention partnerships and other Office of Crime Prevention strategies are designed to reduce the incidence of home burglary and home invasion, however changes in this indicator are the outcome of policies, programs and actions of several departments and agencies working together on a cross-government basis.

Service 1: Intelligence and Protective Services

Incorporating a range of specialist criminal intelligence analysis techniques and partnerships to target offenders and crime hotspots in order to ensure safety in the community, prevent and reduce crime. Activities undertaken include:

- using criminal intelligence analysis techniques to develop effective policing strategies to target offenders and crime hotspots;
- providing specialist protective and security services to international and other protected persons, assets and infrastructure, airport security and witness protection; and
- participating in crisis situations.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	53,339	64,621	64,244	69,249	
Less Income.....	2,725	601	1,158	1,639	
Net Cost of Service ^(a)	50,614	64,020	63,086	67,610	
Adjustments ^(b)	(105)	(866)	(640)	1,948	
Appropriation for Delivery of Service ^(a)	50,509	63,154	62,446	69,558	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per hour for providing intelligence and protective services ^(a)	\$90	\$92	\$94	\$97	
Full Time Equivalents (FTEs)	479	535	528	546	

- (a) Calculated from internal police activity surveys.

Major Achievements For 2007-08

- Progressed the implementation of recommendations of the Intelligence Review to improve services to frontline policing including:
 - changes to the tasking and coordinating processes to coordinate policing effort;
 - implementing defined training, development and succession plan for Intelligence Analysts; and
 - improvements in the quality and quantity of surveillance capacity.
- Established a Regional Crime Desk in Regional Western Australia to identify crime trends, specific targets and provide support to operations against organised criminal activities.

Major Initiatives For 2008-09

- Continue to implement the recommendations of the Intelligence Review to improve services to frontline policing through the standardisation and coordination of effort.

Service 2: Crime Prevention and Public Order

Providing general support to the community including a visible police presence and crime prevention activities. Maintaining an adequate service and timely response to the needs of local communities at all times is a critical factor in achieving broader outcomes. The provision of this 24 hour service includes:

- liaising with the community, engaging in community education and raising awareness on crime prevention, and providing regulatory services;
- policing public events (including planning and debriefings); and
- engaging in programs/initiatives dealing with the media, schools, Local Government, community and business groups and government and non-government groups.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	59,428	86,188	81,552	85,822	
Less Income	7,559	11,323	14,191	13,390	
Net Cost of Service ^(a)	51,869	74,865	67,361	72,432	
Adjustments ^(b)	(127)	(1,155)	(812)	2,414	
Appropriation for Delivery of Service ^(a)	51,742	73,710	66,549	74,846	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per hour for providing crime prevention and public order services ^(a)	\$94	\$90	\$91	\$95	
Full Time Equivalents (FTEs)	534	729	687	711	

(a) Calculated from internal police activity surveys.

Major Achievements For 2007-08

- Outsourced National Police Certificate application and supply processes to Australia Post to divert administrative functions away from frontline policing and maximise operational efficiency.
- Established the Southern Rail Unit to provide a policing presence on the Southern Suburbs Railway line and maintain public safety.
- Progressed a number of initiatives to attract and retain staff including:
 - continued targeting of international police officers as applicants for the Police Academy;
 - relaunched the Step Forward campaign which has resulted in a significant increase in the number of local police recruit applicants;
 - targeted future police recruits through the introduction of the Police Cadet Scheme, School-based Program and adult trainees; and
 - established a specialist unit to develop and implement recruitment and advertising campaigns.
- Developed baseline e-learning infrastructure and established 'Blackboard' functionality to maximise the delivery of training and simplify recruiting processes.

Major Initiatives For 2008-09

- Provide a secure mobile command centre for scene attendance to enable briefing, scene coordination, resource allocation and recording facilities to assist critical decision-making at major public events.
- Standardise the District Policing model relative to District Tasking and Coordination Groups, Incident Management Units (IMUs) and District Intelligence Support Centres (DISCs) to ensure effective resource management for tasking efficiency and volume crime management.
- Extend on-road training programs for recruits to increase the number of hours available for frontline deployment and provide more police officers on the road.
- Expand the Police Assistance Centre to provide for increased demand and maintain police responsiveness to the community.

Service 3: Community Support (Non-Offence Incidents)

Providing support to the community, which involves provision of general information over the telephone, counter or in person, responding to public inquiries, handling non-offence related matters and incidents to enhance the quality of life of all people in the community. Activities associated with this service include:

- assisting members of the community with personal issues such as restraint order inquiries;
- clarifying laws and witnessing official documents;
- compiling missing persons reports; and
- handling Crime Stoppers inquiries, etc.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	68,137	88,306	77,287	83,894	
<i>Less Income</i>	1,953	822	1,394	1,986	
Net Cost of Service ^(a)	66,184	87,484	75,893	81,908	
Adjustments ^(b)	(131)	(1,184)	(769)	2,360	
Appropriation for Delivery of Service ^(a)	66,053	86,300	75,124	84,268	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
General calls for police assistance (not including '000' calls) answered within 20 seconds ^(a)	81%	85%	77%	85%	
Average cost per hour for providing community support (non-offence incidents) services ^(b)	\$93	\$95	\$94	\$98	
Full Time Equivalents (FTEs)	612	702	631	653	

- (a) General calls to the Police Assistance Centre (131444) not including emergency '000' calls or calls from security firms, education security, St John Ambulance, Fire and Emergency Services, Cab Alert and Western Power.

- (b) Calculated from internal police activity surveys.

Major Achievements For 2007-08

- Implemented corporate risk management strategies including:
 - establishing an Organisational Risk Coordination Unit;
 - developing a risk management and business continuity framework to enable better management of actual and potential risks at the corporate and local levels;
 - investigating possible IT application support and integration with business planning process; and
 - developing and delivering a business planning/risk management training module at the Police Academy.
- Presented the Mental Health Amendment Bill 2007 to government to provide the capacity for WA Health to engage a third party provider for mental health escorts to enable police officers to concentrate on core policing activities.
- Progressed the implementation of Service Delivery Standards across Western Australia Police to ensure consistency in policing responses, common understanding of the quality of service required and improve perception of safety within the community. Initiatives addressed include:
 - communicating expectations associated with Service Delivery Standards within the agency;
 - developing and communicating the Customer Service Charter both internally and externally; and
 - completing a Baseline Customer Contact Survey to measure the level of service currently being provided.

Major Initiatives For 2008-09

- Enhance current training for sworn and police staff to ensure that it reflects Service Delivery Standard requirements of the agency.

Service 4: Emergency Management and Coordination

Responding in a timely and effective manner to a range of emergencies and disasters to increase public feelings of safety and security. A key role of the agency is to plan, coordinate and provide support programs to ensure readiness for major emergencies and disasters including terrorist incidents, natural disasters, search and rescue. Activities associated include:

- training officers and volunteers in emergency management and conducting training exercises involving other authorities;
- coordinating and controlling searches; and
- coordinating all combat authorities during major civil and technological disasters.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	15,753	18,738	22,383	25,407	
<i>Less Income</i>	500	249	479	676	
Net Cost of Service ^(a)	15,253	18,489	21,904	24,731	
Adjustments ^(b)	(30)	(251)	(223)	715	
Appropriation for Delivery of Service ^(a)	15,223	18,238	21,681	25,446	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per hour of emergency management and coordination ^(a)	\$106	\$106	\$99	\$103	
Full Time Equivalents (FTEs)	142	134	174	180	

(a) Calculated from internal police activity surveys.

Major Achievements For 2007-08

- Progressed the enhancement of the State Coordination Centre infrastructure, in conjunction with the Department of Premier and Cabinet (DPC), which accommodates DPC and Western Australia Police staff. The Centre provides for joint agency coordination of strategies and initiatives to prevent, prepare for, respond to and recover from major emergencies (including acts of terrorism).
- Continued to develop partnerships with key stakeholders to assist with counter-terrorism and the protection of critical infrastructure, including:
 - annual security briefing for critical infrastructure owners and operators;
 - shared intelligence with owners and operators of critical infrastructure; and
 - continued implementation of critical infrastructure site video imaging.
- Implemented district response group initiatives to provide an improved first response to high risk situations and counter-terrorism issues including:
 - purchase of tactical equipment;
 - conduct of specialist training; and
 - increased operability between District Response Groups and the Tactical Response Group.

Major Initiatives For 2008-09

- Continue to assist in the development of the whole-of-government Crisis Information Management System (CIMS) to enable the State to respond effectively to major emergencies.
- Increase capability of the Western Australia Police to command major incidents where the agency is the designated hazard management authority through training and conducting emergency management exercises.
- Develop Western Australia Police counter-terrorism capabilities to ensure capacity and sustainability through:
 - establishing a Counter-terrorism Cadre of Commanders by conducting Australasian Inter-service Incident Management System (AIIMS) training within Western Australia Police and across government agencies;
 - conducting and reviewing counter-terrorism exercises (e.g. multi-jurisdictional counter-terrorism exercise (MJEX Mercury 08 West));
 - continuing to work with owners and operators of critical infrastructure; and
 - building police command/forward command capability to respond effectively to terrorist incidents and acts.

Service 5: Response to and Investigation of Offences

Providing a timely response and effectively investigating offences to bring individuals who commit offences before the justice system. Activities associated with the response to and investigation of offences include:

- coordinating an initial response;
- gathering and securing evidence, collating and analysing intelligence;
- providing quality investigations, apprehending offenders; and
- preparing evidence and prosecution files and briefs.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	271,716	295,939	322,360	347,908	
<i>Less Income</i>	8,121	2,755	5,812	8,235	
Net Cost of Service ^(a)	263,595	293,184	316,548	339,673	
Adjustments ^(b)	(525)	(3,966)	(3,209)	9,787	
Appropriation for Delivery of Service ^(a)	263,070	289,218	313,339	349,460	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Emergency calls (000) for police assistance answered within 20 seconds ^(a)	91%	90%	87%	90%	
Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene ^{(b) (c) (d) (e) (f) (g) (h)}					
- Priority 1-2 calls	9 mins	9 mins	9 mins	9 mins	
- Priority 3 calls	24 mins	25 mins	20 mins	25 mins	Increasing demand from calls to the Police Assistance Centre. The target also reflects our Service Delivery Standard.
Average cost per response/investigation ⁽ⁱ⁾	\$1,170	\$1,287	\$1,384	\$1,493	
Full Time Equivalents (FTEs)	2,442	2,455	2,614	2,705	

- (a) Emergency calls to the Police Operations Centre ('000') not including general (131444) calls or calls from security firms, education security, St John Ambulance, Fire and Emergency Services, Cab Alert and Western Power.
- (b) The Police Operations Centre uses the Computer Aided Dispatch (CAD) system for creating and managing tasks for police attendance within the metropolitan area.
- (c) EXCEPTIONS. In order to provide an accurate indication of response times, the following types of incidents have been excluded from calculations as they do not contribute to measuring service delivery and/or have the potential to skew results: Scheduled Events - are incidents created for attendance at a later time (e.g. Royal Flying Doctor Service escorts); Pursuits - are deemed "arrived" at the time of initiating the CAD incident; Change of Incident Response Priority - where incidents are subject to a priority upgrade (e.g. priority 4 to priority 2), the applicable response target time becomes that of the new priority group, however the Target response time for that Priority may already have expired; and Incidents with no recorded 'At Scene' Time - due to a number of circumstances these do not have an 'At Scene' time recorded.
- (d) Priority 1 tasks cover offences such as an armed hold-up in progress; armed offender incident in progress; and other life threatening incidents. Priority 2 tasks cover incidents where life or property is, or may be, in a state of threat or imminent danger. Due to the extremely small number of Priority 1 incidents (which are statistically insignificant), these are included with Priority 2 incidents to calculate a combined response time.
- (e) Priority 3 tasks cover incidents requiring immediate attention but are not life threatening at that time. Priority 3 incidents may involve the welfare of a person, the possible apprehension of offenders or the preservation of evidence. This requires the dispatch of the first available local/ district or other resource.
- (f) The response time has been formulated from the time the incident was initiated in the CAD system to arrival of the first resource at the scene. The response times of other resources that may also attend the same incident are excluded.
- (g) The paramount considerations in responding to all incidents are the safety of the community and police officers, and the quality of the response. Response times are therefore considered to be indicative and only one aspect of police performance when responding to incidents.
- (h) Population growth and the development of new housing estates in the metropolitan area have a significant impact on existing police districts. Several of the metropolitan districts have police sub-districts that lay on the periphery of the metropolitan area. While patrolling of these outlying sub-districts is contained within a district's service delivery model, it is not necessarily true that an operational unit will be in the area when a high priority task arises. It is reasonable to assume that responding to Priority 1, 2 or 3 tasks in these marginal metropolitan areas may experience delays beyond the target response times.
- (i) The number of responses/investigations is based on the total number of selected reported offences excluding receiving / illegal use, fraud and graffiti offences.

Major Achievements For 2007-08

- Implemented a number of the recommendations of the Forensic Review, including:
 - delivery of state-wide training to ensure quality forensic science service delivery;
 - development of Serious Crime Scene Management protocols; and
 - application of processes to ensure scientific partners are included in the discussion of exhibits processing relating to serious crime.
- Established a District Services Division within Specialist Crime to address crime trends through the provision of timely advice, mentoring and coordination of frontline duties.
- Restructured the Major Incident Group to more effectively manage crime incidents through scene control and a timely and professional response.
- Conducted Operations Barnham, Wrasse, Manning, Magnus, and Salter in response to child abuse allegations in the Kimberley District.
- Created the Family Violence and Sex Crime Coordination Unit (from the previous Family Protection Unit) to provide a research and coordination service for Domestic Violence Policy and sex assault offences.
- Initiated Operation Jupiter, a multi-jurisdictional approach aligned with a national focus coordinated by the Australian Crime Commission, targeting outlaw motor cycle gangs.
- Conducted a successful pilot of the Prolific and Priority Offender Management (PPOM) program to focus police resources and reduce repeat victimisation and repeat offending.

Major Initiatives For 2008-09

- Implement and deploy Child Protection Squad Regional Response Teams to provide an effective response to child abuse incidents in regional Western Australia.
- Enhance the Sex Assault Squad Charter and expand its functions to provide a more effective response to the investigation of sexual assaults and the identification of serial offenders.
- Expand the Australian National Child Offender Register (ANCOR) Unit to more closely monitor high risk reportable offenders and address mandatory reporting requirements of child sexual abuse.

- Expand the Licensing Enforcement Division to target alcohol and drug-related incidents and meet the requirements of the *Dangerous Goods Safety Act 2004* and the *Prostitution Act 2000*.
- Maintain standardised state-wide quality-assured training to Forensic Investigators to ensure a quality forensic service is delivered to key stakeholders and provide for the increased identification of offenders through the quality collection and analysis of evidence.
- Implement the Prolific and Priority Offender Management (PPOM) program across the agency to focus police resources and reduce repeat victimisation and repeat offending.
- Enhance exhibit integrity through the appropriate storage of found, seized or stolen property.

Service 6: Services to the Judicial Process

Providing effective services to the judicial process is essential in bringing offenders before the criminal justice system. The successful prosecution of offenders is dependent upon the quality of investigations and the standard and presentation of evidence to courts. Activities associated with this service include:

- presenting evidence, brief handling, prosecution role and justice systems processes;
- providing custodial services;
- monitoring the quality of and timeliness of brief presentation to the relevant court; and
- providing custodial care of prisoners, administering bail and reporting processes and providing all types of escorts.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	81,971	89,951	85,461	87,248	
<i>Less Income.....</i>	2,551	891	1,595	2,121	
Net Cost of Service ^(a)	79,420	89,060	83,866	85,127	
Adjustments ^(b)	(152)	(1,206)	(851)	2,454	
Appropriation for Delivery of Service ^(a)	79,268	87,854	83,015	87,581	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per hour of services to the judicial process ^(a)	\$91	\$96	\$89	\$92	
Average cost per guilty plea ^{(b)(c)}	\$29	\$31	\$43	\$44	
Average cost per non-guilty plea ^{(b)(c)}	\$235	\$247	\$342	\$349	
Full Time Equivalents (FTEs)	737	709	740	766	

- (a) Calculated from internal police activity surveys.
- (b) Relates to matters (charges) that have been placed before the Magistrates Court and Children's Court throughout the State by the police (note that as from December 2006, the Director of Public Prosecutions became responsible for the prosecution of matters at the Perth Children's Court). The data may also include a small number of matters placed before the Keeling Islands (Christmas and Cocos Island) Court by the Australian Federal Police. Criminal matters placed before the District and Supreme Courts are not included.

- (c) The introduction of the Trial Allocation Day that replaced the Direction Hearings resulted in a flow on effect that has continued to facilitate early pleas of guilty. In addition, the legislative requirement of full disclosure as identified in the *Criminal Procedure Act 2004* has continued to assist in early identification of matters prior to trial. The impact of the *Criminal Code Amendment Act, No. 4, 2004* (this Act created the concept "Either Way" offences) continues to filter its effects on the Magisterial jurisdiction with regard to a greater number of complex and lengthy trial matters. The *Criminal Investigation Act 2006* confers powers to detain and powers of entry and search. Section 154 of the Act provides that if a thing relevant to an offence is seized or obtained and a requirement of this Act in relation to exercising the power conferred by this Act is contravened, any evidence derived is not admissible in any criminal proceedings against a person in a court. This provision may impact on the successful prosecution of trial matters.

Major Achievements For 2007-08

- Progressed recommendations of the evaluation of Witness Security Unit (WSU) by the Joint Standing Committee of the Corruption and Crime Commission (JSCCC).
- Continued to civilianise police officer positions from the Prosecuting Division in the metropolitan area to release police officers for frontline duties.

Major Initiatives For 2008-09

- Continue to civilianise police officer positions from the Prosecuting Division in the metropolitan area to release police officers for frontline duties.
- Restructure the management of the East Perth Watch House to release police officers to frontline duties.
- Implement Project Anticus to enhance Western Australia Police investigative capabilities and capacity and optimise criminal justice processes and liaison with the Director of Public Prosecutions.

Service 7: Traffic Law Enforcement and Management

Providing traffic management and road safety strategies contributes to the whole-of-government initiative of improving road-user behaviour and minimising road fatalities and injuries. The achievement of this outcome is dependent on the integrated approach to road safety involving partnerships with other government agencies and stakeholders. The strategies to assist in targeting behaviours identified as major contributors to road fatalities include:

- deterring and detecting alcohol and drug-related driving offences including crashes;
- conducting stationary speed operations involving speed cameras and hand held radar laser units;
- conducting targeted traffic law enforcement operations such as random breath tests;
- attending and conducting investigations and follow up inquiries that may be required; and
- providing community education and raising awareness on road safety issues.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	174,040	161,780	171,712	190,166	
<i>Less Income</i>	6,906	4,814	7,310	8,279	
Net Cost of Service ^(a)	167,134	156,966	164,402	181,887	
<i>Adjustments ^(b)</i>	(341)	(2,169)	(1,709)	5,349	
Appropriation for Delivery of Service ^(a)	166,793	154,797	162,693	187,236	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per hour of traffic law enforcement and management ^(a)	\$130	\$86	\$94	\$97	
Full Time Equivalents (FTEs)	1,564	1,425	1,407	1,456	

(a) Calculated from internal police activity surveys.

Major Achievements For 2007-08

- Commissioned the Breath and Drug Bus to provide police the capability to detect drivers under the influence of drugs.
- Increased presence in Regional Western Australia of the Traffic Enforcement Group and road safety cameras.
- Utilised intelligence associated with fatal and critical injury crashes to conduct targeted patrols.
- Completed the tender process for the purchase of additional red-light and speed detection equipment and conversion of equipment to digital technology providing enhanced service delivery.
- Reviewed infringement management operations, processes and service delivery model to streamline infringement processing.
- Completed negotiations with the Department for Planning and Infrastructure to transfer the functions of Motor Drivers License testing in regional Western Australia enabling police officers to concentrate on core activities.

Major Initiatives For 2008-09

- Establish Traffic Enforcement Groups in South Metropolitan and North West Metropolitan Districts to enhance traffic policing presence in the districts.
- Expand ongoing intelligence-driven traffic operations to target criminal activities and unsafe driving practices in the heavy vehicle industry.
- Increase the deployment of the Automatic Number Plate Recognition (ANPR) technology at district level to provide traffic policing enforcement and volume crime targeting.
- Initiate further amendments to the 'Hoon Legislation' to broaden the scope of 'road rage circumstances', expand the definition of an impounding offence and increase the vehicle impounding period.

Service 8: Implementation of the State Crime Prevention Strategy

The Office of Crime Prevention implements the State Crime Prevention Strategy by:

- providing high level advice to the Government;
- conducting policy research and development to identify effective methods to reduce crime;
- establishing community safety and crime prevention partnerships and plans;
- communicating with key stakeholders and the community; and
- managing and evaluating projects supported by grant funding.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	7,442	8,327	11,086	10,280	
Less Income	645	828	750	750	
Net Cost of Service ^(a)	6,797	7,499	10,336	9,530	
Adjustments ^(b)	(14)	(112)	(2,382)	(6)	
Appropriation for Delivery of Service ^(a)	6,783	7,387	7,954	9,524	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per community safety and crime prevention partnership managed	\$17,823	\$13,647	\$32,030	\$32,449	
Average cost per hour for research, policy development and support to the Community Safety and Crime Prevention council	\$106	\$128	\$132	\$128	
Average cost per \$1 million in grant funding administered	\$237,217	\$154,114	\$223,863	\$294,829	Average cost per \$1 million in grant funding administered varies due to timing differences in the allocation of agreed grant expenditure from year to year.
Full Time Equivalents (FTEs)	25	22	38	37	

Major Achievements For 2007-08

- Launched the State Designing Out Crime Strategy following extensive consultation with stakeholders. The Strategy was supported by grant funding and extensive training and consultative services across the State.
- Launched the Graffiti Vandalism Reduction Strategy and a new Graffiti Hotline to improve reporting and removal of graffiti and to assist in identifying offenders.
- Reviewed legislative options in response to antisocial behaviour, including:
 - investigation of antisocial behaviour orders;
 - better use of existing legislative powers; and
 - improved use of 'hoons' legislative provisions through public education and awareness.
- Continued the development of the Burglar Beware program and expansion into Geraldton, South Hedland and the South Metropolitan district to maintain the reduction in the number of residential and commercial burglaries.

- Supported the development, implementation and evaluation of local community safety and crime prevention initiatives from the Community Safety and Crime Prevention Fund.
- Conducted a review of key State Community Safety and Crime Prevention Strategy initiatives and completed the evaluation of phase two of the community safety and crime prevention partnerships process.
- Developed an estimated 133 partnerships with Local Government authorities. Also, 110 Local Community Safety and Crime Prevention Plans were received with 80 of those plans being endorsed.

Major Initiatives For 2008-09

- Work with key stakeholders to renew and maintain the relevance of the current approach to crime prevention through release of the State Community Safety and Crime Prevention Strategy 2008.
- Continue to implement the State Designing Out Crime Strategy through the promotion of the Designing Out Crime Guidelines with key stakeholders and the provision of ongoing training and consultancy with State and Local Government agencies and private industry.
- Continue to implement the State Graffiti Vandalism Reduction Strategy.
- Expand the Burglar Beware program to assist in reducing the number of residential and commercial burglaries.
- Work with police districts, Local Governments and commercial industries to utilise the Eyes on the Street intelligence gathering program to assist police in their efforts to reduce crime.
- Support Local Government agency partners in the effective implementation of crime prevention and safety initiatives, through the provision of current data and best practice using the latest available technology.
- Liaise with key agencies to ensure the Leavers program meets the needs of the expanding numbers of year 12 students who celebrate the completion of compulsory education.
- Establish key targeted partnerships and funding opportunities to enable relevant and effective engagement and participation in the State Community Safety and Crime Prevention Strategy.

CAPITAL WORKS PROGRAM

To support the delivery of Western Australia Police services, a total of \$74.4 million is budgeted to be spent on capital works in 2008-09 including the following:

- Continuation and completion of the provision of equipment for the new Mandurah Marine Operations Centre.
- Continuation of the Counter-Terrorism Multi-Agency Response initiatives. Construction to commence on the Capability and Capacity Training facility.
- Completion of the new Traffic Support Facility at the Police Operations Support Facility at Midland.
- The review of the redevelopment options for the Derby and South Hedland Police Stations will be completed.
- Completion of the new Kimberley District Police Complex.
- In accordance with the Commonwealth and State Government funding agreement, construction will continue on the new Multi-Functional Policing Facilities at Blackstone, Burringurrah and Looma, as well as the Relieving Officers Quarters at Bidyadanga.
- Building modifications under the Police Station Upgrade Program will continue.
- Building design to continue and site works to commence on the new Perth Police Complex.

- Planning and site preparation will continue on the replacement Carnarvon Police Station.
- Planning will continue on the replacement Stirling Police Station.
- Construction will continue on the new Pilbara District Police Complex at Karratha and the Rockingham Police Rail Unit facility.
- Construction to commence on the new Secret Harbour Police Station.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Boat and Equipment Acquisition - Mandurah Marine Operations Centre.....	600	350	350	250
Counter-Terrorism Initiatives				
Multi-Agency Response - Capability/Capacity - North West Deployment -				
Bomb Squad - Safety/Security	14,649	12,031	6,807	2,618
Equipment Purchases - New and Replacement				
Non-Leased Non-Standard Vehicles 2006-07 to 2009-10	5,542	3,200	2,394	1,342
Replacement Equipment Program	13,709	11,679	3,137	2,030
Scheduled Equipment Replacement Program 2008-10.....	11,000	2,530	2,530	3,470
Police Facilities				
Additions and Alterations to Existing Facilities				
Bidyadanga Remote Multi-Functional Policing Facility - Relieving				
Officers Quarters	520	35	35	485
South Hedland Police Station	14,665	5,052	4,826	9,413
Central Facilities Relocation Strategy - Perth Police Complex	93,000	12,246	11,615	6,000
New and Replacement Police Facilities				
Blackstone Remote Multi-Functional Policing Facility	6,968	535	535	6,433
Burringurrah Remote Multi-Functional Policing Facility	6,374	961	961	5,413
Carnarvon Police Station	12,510	1,043	238	290
Derby Police Station	6,900	6,007	5,766	893
Harvey Police Station.....	3,600	3,400	2,846	200
Kimberley District Police Complex.....	13,450	10,905	9,370	2,545
Leonora Police Station	4,300	4,100	3,553	200
Looma Remote Multi-Functional Policing Facility.....	6,138	1,013	1,013	5,125
Pilbara District Police Complex.....	17,500	4,265	4,049	10,150
Rockingham Police Rail Unit	5,700	3,030	2,797	2,670
Secret Harbour Police Station.....	10,000	3,000	3,000	4,760
Stirling Police Station	9,750	68	41	2,440
Upgrades - Police Station Upgrade Program 2007-08 to 2009-10	12,139	1,500	1,500	7,639
COMPLETED WORKS				
Equipment Purchases - New and Replacement				
Addressing Speed - Red Light Camera, Safety Around School	520	520	520	-
Aircraft Replacement Program	10,465	10,465	457	-
Crime Investigation Support - BCI Surveillance Equipment.....	1,500	1,500	259	-
Livescan Fingerprinting Equipment	1,412	1,412	222	-
Road Safety Initiative - Drug Driving	362	362	362	-
Information Technology Infrastructure				
Delta Communications and Technology (DCAT).....	110,025	110,025	24,658	-
Perth Metro Radio Network (CADCOM Stage 1C)	60,030	60,030	5,484	-
Other Capital Works Proposals				
DNA Extraction Robot (Path Centre).....	175	175	175	-
Genetic Analysis (Path Centre)	225	225	44	-
Small Robot Systems (Path Centre)	700	700	700	-
Police Facilities				
Central Facilities Relocation Strategy				
Police Operations Support Facility - Land Acquisition - 3rd Instalment.....	1,600	1,600	1,600	-
New and Replacement Police Facilities				
Bidyadanga Police Station (Gordon Inquiry)	2,934	2,934	320	-
Canning Vale Police Station	4,300	4,300	713	-
Dampier Peninsular Police Station (Gordon Inquiry)	3,200	3,200	482	-
Ellenbrook Police Station.....	3,080	3,080	24	-
Jigalong Police Station (Gordon Inquiry).....	3,879	3,879	1,201	-
Kalumburu Police Station (Gordon Inquiry)	3,609	3,609	227	-
Operations Support Facility Stage 2 Traffic Support	22,415	22,415	8,686	-
Police Operations Support Facility	42,056	42,056	266	-
Vincent Police Station.....	471	471	301	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
Wanneroo Police Station.....	3,200	3,200	65	-
Warakurna Police Station (Gordon Inquiry).....	3,872	3,872	313	-
Warmun Police Station (Gordon Inquiry)	3,323	3,323	257	-
Planning and Feasibility Studies				
Feasibility Study - Strategic Accommodation Plan.....	200	200	200	-
Upgrades				
Facility Occupational Safety and Health Modifications.....	10,676	10,676	876	-
Police Station Upgrade Program.....	4,041	4,041	1,550	-
	567,284	385,220	117,325	74,366

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	96,857	97,202	117,325	74,366	53,734	50,912	33,754
	96,857	97,202	117,325	74,366	53,734	50,912	33,754
LESS							
Asset Sales	146	-	-	-	-	-	-
Drawdowns from the Holding Account	42,871	24,009	24,009	1,922	1,740	3,181	5,400
Funding Included in Service Appropriations ^(a)	-	12,327	12,327	11,249	6,336	10,456	6,590
Internal Funds and Balances	15,425	(24,434)	29,809	21,051	6,992	2,767	500
Capital Contribution	38,415	85,300	51,180	40,144	38,666	34,508	21,264

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	453,933	506,656	510,222	549,849	561,890	574,808	587,395
Superannuation	48,027	58,984	59,085	65,338	66,451	67,730	68,974
Grants and subsidies ^(b)	2,683	5,048	6,481	5,123	4,048	3,648	3,648
Consultancies expense	1,219	299	313	307	310	313	319
Supplies and services	152,562	163,526	177,233	183,753	179,408	181,872	182,082
Accommodation	21,931	23,481	23,894	32,438	34,708	36,896	38,965
Capital user charge ^(c)	32,464	-	-	-	-	-	-
Depreciation and amortisation	28,069	34,727	36,567	37,402	39,545	39,084	39,488
State taxes	48	-	-	-	-	-	-
Loss on disposal of non-current assets	99	-	-	-	-	-	-
Other expenses	23,255	21,129	22,290	25,764	31,233	31,075	31,698
TOTAL COST OF SERVICES.....	764,290	813,850	836,085	899,974	917,593	935,426	952,569
Income							
User charges and fees.....	2,041	2,289	2,289	2,299	2,999	3,020	3,020
Regulatory fees and fines.....	13,487	12,524	15,024	13,661	14,200	14,600	14,600
Gain on disposal of non-current assets	136	-	-	-	-	-	-
Grants and subsidies ^(d)	3,484	1,591	9,497	15,061	1,591	1,591	1,591
Donations	421	75	75	75	75	75	75
Other revenue	11,391	5,804	5,804	5,980	5,000	4,934	4,934
Total Income.....	30,960	22,283	32,689	37,076	23,865	24,220	24,220
NET COST OF SERVICES ^(c)	733,330	791,567	803,396	862,898	893,728	911,206	928,349
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	734,880	780,658	792,801	887,919	878,762	900,756	917,699
Resources received free of charge	2,779	1,408	1,408	1,408	1,408	1,408	1,408
Liabilities assumed by the Treasurer	5,075	8,694	8,694	9,042	9,042	9,042	9,042
TOTAL INCOME FROM STATE GOVERNMENT.....	742,734	790,760	802,903	898,369	889,212	911,206	928,149
SURPLUS/(DEFICIENCY) FOR THE PERIOD	9,404	(807)	(493)	35,471	(4,516)	-	(200)
Extraordinary items.....	(1,353)	8,093	8,093	-	-	-	-
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS ^(d)	8,051	7,286	7,600	35,471	(4,516)	-	(200)

- (a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 6,535, 6,819 and 7,054 respectively.
- (b) Refer Details of Controlled Grants and Subsidies table for further information.
- (c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.
- (d) 2007-08 Estimated actual and 2008-09 Budget Estimate increases, for Grants and Subsidies, compared to past and future years are a result of the Commonwealth Government contribution towards the construction of the 3 Multi-Functional Policing Facilities at Blackstone, Burringurrah and Looma, and the Bidyadanga Relieving Officers Quarters of \$20 million over these two financial years (refer to the Capital Works Program).

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	54,108	69,483	26,656	41,156	34,164	31,397	30,897
Restricted cash	2,577	1,707	2,291	2,363	2,363	2,363	2,363
Receivables	10,135	7,013	10,135	10,135	10,135	10,135	10,135
Inventories	395	130	395	395	395	395	395
Amounts receivable for services	24,009	1,922	1,922	1,740	3,181	5,400	-
Prepayments	4,665	3,673	4,665	4,665	4,665	4,665	4,665
Non-current assets held for sale	13,802	1,850	2,441	1,271	591	591	591
Total current assets	109,691	85,778	48,505	61,725	55,494	54,946	49,046
NON-CURRENT ASSETS							
Amounts receivable for services	27,281	69,226	71,216	112,402	153,394	191,706	235,822
Land and buildings	420,642	353,380	409,501	457,769	527,250	559,926	614,317
Plant and equipment	60,226	48,743	55,415	59,174	67,733	59,980	71,041
Intangibles	61,293	61,250	64,229	38,491	24,757	13,257	13,257
Restricted cash	4,125	5,355	5,930	7,745	9,642	11,549	13,549
Other	50,598	116,493	119,349	118,015	57,166	45,115	(32,861)
Total non-current assets	624,165	654,447	725,640	793,596	839,942	881,533	915,125
TOTAL ASSETS	733,856	740,225	774,145	855,321	895,436	936,479	964,171
CURRENT LIABILITIES							
Superannuation	169	356	289	409	529	649	649
Payables ^(a)	5,223	3,003	5,223	5,223	5,223	5,223	5,223
Provision for employee entitlements	106,339	110,628	108,536	108,862	108,862	108,862	108,862
Accrued salaries	4,683	6,390	6,488	8,303	10,200	11,987	13,987
Other	2,484	2,426	2,581	2,653	2,653	2,653	2,653
Total current liabilities	118,898	122,803	123,117	125,450	127,467	129,374	131,374
NON-CURRENT LIABILITIES							
Provision for employee entitlements	20,893	31,155	27,866	32,944	37,572	42,200	46,828
Total non-current liabilities	20,893	31,155	27,866	32,944	37,572	42,200	46,828
TOTAL LIABILITIES	139,791	153,958	150,983	158,394	165,039	171,574	178,202
EQUITY							
Contributed equity	233,438	296,206	263,028	301,322	339,308	373,816	395,080
Accumulated surplus/(deficit)	83,336	78,286	90,936	126,407	121,891	121,891	121,691
Reserves	277,291	211,775	269,198	269,198	269,198	269,198	269,198
Total equity	594,065	586,267	623,162	696,927	730,397	764,905	785,969
TOTAL LIABILITIES AND EQUITY	733,856	740,225	774,145	855,321	895,436	936,479	964,171

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	701,684	738,999	746,944	844,993	834,589	857,044	873,583
Capital contribution	38,415	85,300	51,180	40,144	38,666	34,508	21,264
Holding account drawdowns	42,871	24,009	24,009	1,922	1,740	3,181	5,400
Net cash provided by State Government.....	782,970	848,308	822,133	887,059	874,995	894,733	900,247
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(456,132)	(498,039)	(499,247)	(542,630)	(555,365)	(568,393)	(580,767)
Superannuation	(43,014)	(50,170)	(50,271)	(56,176)	(57,289)	(58,568)	(59,751)
Grants and subsidies	(2,698)	(5,048)	(6,481)	(5,123)	(4,048)	(3,648)	(3,648)
Consultancies payments.....	(1,204)	(299)	(313)	(307)	(310)	(313)	(319)
Supplies and services	(152,013)	(162,806)	(176,513)	(185,085)	(180,243)	(179,585)	(179,304)
Accommodation	(21,936)	(24,345)	(24,758)	(32,437)	(35,398)	(36,896)	(38,965)
Capital user charge ^(a)	(35,439)	-	-	-	-	-	-
Goods and services tax	(24,163)	(19,911)	(19,911)	(19,911)	(19,911)	(19,911)	(19,911)
Other.....	(19,380)	(19,384)	(20,545)	(22,857)	(28,205)	(31,858)	(32,432)
Receipts							
User charges and fees.....	1,673	2,189	2,189	2,199	2,899	2,920	2,199
Regulatory fees and fines.....	13,410	12,603	15,103	13,740	14,279	14,679	14,679
Grants and subsidies	2,939	1,591	9,497	15,061	1,591	1,591	1,591
Goods and services tax	22,922	19,911	19,911	19,911	19,911	19,911	19,911
Other receipts	9,378	5,804	5,804	5,980	5,000	4,934	4,934
Net cash from operating activities.....	(705,657)	(737,904)	(745,535)	(807,635)	(837,089)	(855,137)	(871,783)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(79,954)	(84,875)	(101,860)	(63,037)	(43,001)	(40,456)	(26,964)
Proceeds from sale of non-current assets	146	-	-	-	-	-	-
Net cash from investing activities.....	(79,808)	(84,875)	(101,860)	(63,037)	(43,001)	(40,456)	(26,964)
NET INCREASE/(DECREASE) IN CASH HELD	(2,495)	25,529	(25,262)	16,387	(5,095)	(860)	1,500
Cash assets at the beginning of the reporting period	62,888	51,016	60,810	34,877	51,264	46,169	45,309
Net cash transferred to/from other agencies	417	-	(671)	-	-	-	-
Cash assets at the end of the reporting period.....	60,810	76,545	34,877	51,264	46,169	45,309	46,809

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	764,290	813,850	836,085	899,974	917,593	935,426	952,569
Less Capital User Charge.....	32,464	-	-	-	-	-	-
Adjusted Total Cost of Services	731,826	813,850	836,085	899,974	917,593	935,426	952,569
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services	734,880	780,658	792,801	887,919	878,762	900,756	917,699
Less Appropriation Capital User Charge	35,439	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	699,441	780,658	792,801	887,919	878,762	900,756	917,699

SCHEDULE OF ADMINISTERED EXPENSES AND INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Handgun buy back payments	65	-	-	-	-	-	-
Receipts paid into Consolidated Account.....	791	390	390	650	650	650	650
TOTAL ADMINISTERED EXPENSES.....	856	390	390	650	650	650	650
INCOME							
Firearms licence infringements.....	245	140	140	200	200	200	200
Sale of lost, stolen and forfeited property.....	530	250	250	450	450	450	450
Other revenue	81	-	-	-	-	-	-
TOTAL ADMINISTERED INCOME.....	856	390	390	650	650	650	650

SCHEDULE OF ADMINISTERED ASSETS AND LIABILITIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
ADMINISTERED CURRENT ASSETS							
Receivables	177	-	177	177	177	177	177
TOTAL ADMINISTERED ASSETS.....	177	-	177	177	177	177	177
ADMINISTERED CURRENT LIABILITIES							
Other.....	177	-	177	177	177	177	177
TOTAL ADMINISTERED LIABILITIES	177	-	177	177	177	177	177

SCHEDULE OF ADMINISTERED PAYMENTS AND RECEIPTS

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASH OUTFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Handgun buy back payments.....	(65)	-	-	-	-	-	-
Receipts paid into Consolidated Account.....	(791)	(390)	(390)	(650)	(650)	(650)	(650)
TOTAL ADMINISTERED CASH OUTFLOWS	(856)	(390)	(390)	(650)	(650)	(650)	(650)
CASH INFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Firearms licence infringements.....	245	140	140	200	200	200	200
Sale of lost, stolen and forfeited property.....	530	250	250	450	450	450	450
Other receipts	81	-	-	-	-	-	-
TOTAL ADMINISTERED CASH INFLOWS.....	856	390	390	650	650	650	650

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Aboriginal Warden Scheme.....	118	500	500	500	500	500	500
Community Safety and Crime Prevention Partnership Fund	2,369	4,283	5,716	4,518	3,443	3,043	3,043
Other.....	196	265	265	105	105	105	105
TOTAL.....	2,683	5,048	6,481	5,123	4,048	3,648	3,648

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Department:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Commonwealth-National Campaign Against Drug Abuse.....	325	146	146	146
Commonwealth-Police Recruit Training Program.....	519	490	490	490
Departmental Fees, Charges and Recoups	20,097	14,810	25,216	29,191
GST Input Credits.....	21,477	18,523	18,523	18,523
GST Receipts on Sales.....	1,445	1,388	1,388	1,388
Licences	5,420	5,466	5,466	5,603
Other.....	1,039	1,275	1,275	1,550
TOTAL.....	50,322	42,098	52,504	56,891

The moneys received and retained are to be applied to the Western Australia Police's services as specified in the Budget Statements.

FIRE AND EMERGENCY SERVICES AUTHORITY OF WESTERN AUSTRALIA

PART 6 - MINISTER FOR POLICE AND EMERGENCY SERVICES; COMMUNITY SAFETY; WATER RESOURCES; SPORT AND RECREATION

DIVISION 23

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 57 Net amount appropriated to deliver services ^(a)	56,404	30,632	28,236	27,997	27,057	26,286	26,674
Total appropriations provided to deliver services	56,404	30,632	28,236	27,997	27,057	26,286	26,674
ADMINISTERED TRANSACTIONS ^(b)							
Amount provided for Administered Grants, Subsidies and Other Transfer Payments...	1	1	-	-	-	-	-
CAPITAL							
Item 143 Capital Contribution	250	1,210	1,210	32,910	-	-	-
GRAND TOTAL	56,655	31,843	29,446	60,907	27,057	26,286	26,674

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Previously there was an Administered Appropriation for a \$1,000 grant to the Royal Humane Society, this grant is now included under Net amount appropriated to deliver services.

MISSION

In partnership with the people of Western Australia to improve community safety practices and provide timely, quality and effective emergency services.

SIGNIFICANT ISSUES AND TRENDS

- The recommendations of two Community Development Justice Standing Committee Reviews, the Western Australian Natural Disaster Relief and Recovery Arrangements and the Review into Fire and Emergency Services Legislation, are significantly impacting on the Fire and Emergency Services Authority's (FESA) operations.
- An increase in awareness of climate change theories will put greater demands on planning services for future scenarios and response.
- Significant population growth and changing demographic patterns continue to increase demand for services across the State.
- Outcomes of significant national reviews and inquiries are influencing the need to develop more comprehensive and contemporary legislation.
- The ongoing development of national standards and reporting frameworks for emergency management will impact on the priority to improve data collection and reporting systems.
- Transparent achievements from the Emergency Services Levy since its introduction have increased stakeholder expectations in terms of demand and timeliness in the provision of capital infrastructure.

- Increasing technological awareness within the community and growing demands for online access to information systems continue to impact the priorities for improved information management systems.
- Decreasing support for existing analogue communication systems will heighten the priority to develop digital-based communication systems that take advantage of new networking technologies.
- The effects of an ageing population, particularly an increasing average age of operational volunteers, is a significant issue and strategies such as developing youth and junior/cadet pathways in volunteer services, as well as retention strategies for current volunteers are being pursued.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Prevention Services.....	20,160	23,781	23,316	22,963			
<i>Service 2:</i>							
Emergency Services.....	199,829	174,063	188,458	185,609			
Total Cost of Services ^(a)	219,989	197,844	211,774	208,572	217,747	230,314	235,768
<i>Less Income</i>	168,680	170,883	171,957	176,169	187,583	198,168	204,342
Net Cost of Services ^(a)	51,309	26,961	39,817	32,403	30,164	32,146	31,426
Adjustments ^(b)	5,095	3,671	(11,581)	(4,406)	(3,107)	(5,860)	(4,752)
Appropriation Provided to Deliver Services ^(a)	56,404	30,632	28,236	27,997	27,057	26,286	26,674
ADMINISTERED TRANSACTIONS							
Appropriation for Administered Grants, Subsidies and Transfer Payments	1	1	-	-	-	-	-
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	250	1,210	1,210	32,910	-	-	-
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	56,655	31,843	29,446	60,907	27,057	26,286	26,674

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(c) Supporting details are disclosed in the Capital Contribution Statement.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	The impact of human and natural hazards on the community of Western Australia is minimised.	1. Prevention Services 2. Emergency Services

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: The impact of human and natural hazards on the community of Western Australia is minimised.					
Number of accidental residential fires per 100,000 households	68	90	71	70	
Proportion of structural fires confined to object/room of origin	66%	80.7 %	67%	68%	

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Prevention Services

Provision of prevention services to increase community awareness of human and natural hazards, and involvement in minimising their impact.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	20,160	23,781	23,316	22,963	
Less Income	15,720	20,540	19,036	19,502	
Net Cost of Service ^(a)	4,440	3,241	4,280	3,461	
Adjustments ^(b)	1,156	441	(1,282)	(488)	
Appropriation for Delivery of Service ^(a)	5,596	3,682	2,998	2,973	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Prevention Services ^(a)	20	50	18	18	The 2007-08 Budget figure incorrectly included training programs, the correct estimate should have been 20.
Total Prevention Expenditure \$'000	20,160	23,781	23,316	22,963	
Average Cost per Prevention Service \$'000	1,008.00	475.62	1,295.33	1,275.72	
Full Time Equivalents (FTEs) ^(b)	150	151	153	158	

(a) The Prevention Services indicator includes the number of community prevention/awareness campaigns delivered.

(b) The increase in FTEs in 2008-09 mainly reflects the impact of the prevention services component of an additional 44 career firefighters and seven community fire management officers.

Major Achievements For 2007-08

- Developed the FESA 2023 Shaping our Future strategy document to guide long-term planning.
- Developed an integrated planning and reporting framework that links the FESA's planning to government direction, emerging issues and trends.
- Developed a suite of tools to enhance performance and capital expenditure governance reporting including:
 - State of the Service Report;
 - Quarterly Organisation Performance Report; and
 - Quarterly Infrastructure Planning Report.
- Continued to progress development of fire management plans with community, Indigenous and pastoral landholders in the Kimberley.
- Increased the number of pastoralists participating in the Kimberley Bushfire Planning Project to reduce strategic hazards through controlled aerial burning and other measures.
- Conducted a Kimberley dry season campaign to reduce inappropriate fire lighting in the Fitzroy Valley targeting pastoralists, remote Indigenous communities, children and the community.
- Continued to embed the use of geospatial information into operational planning through:
 - the deployment of Geospatial Information System (GIS) experts to support major incident teams;
 - development of promotional materials for GIS support services; and
 - production of an Emergency Services Directory for the South West through the Government's Shared Land Information Platform project.
- Completed inundation mapping for the Swan and Canning River flood plains.
- Commenced the implementation of a tsunami warning system for Western Australia, incorporating state and local level planning, risk assessment and identification of highly vulnerable remote Indigenous communities.
- Continued the FESA's investment in national and state emergency management research, specifically in relation to:
 - fire management in organic soils;
 - the impact of suppression foams on native vegetation; and
 - bushfire arson profiling.
- Participated in the first phase of a national project to evaluate and improve the effectiveness of community safety education programs.
- Commenced reviews of emergency and awareness programs, including Juvenile and Family Fire Awareness, Bush Fire Ready Action Groups and All Western Australians Reducing Emergencies Programs.
- Significantly progressed the exhibition component of the FESA's museum and education centre redevelopment.

- Completed a review of the FESA's online services to improve timeliness and usefulness of community information to assist in preventing, preparing for, responding to and recovering from emergencies.
- In liaison with the Department of Housing and Works, continued to contribute to and influence changes to the Building Code of Australia.
- Adopted the National State Emergency Service request for assistance telephone number 13 25 00 and delivered awareness campaigns.
- Developed and implemented processes for staff and volunteers to facilitate management of the requirements of the *Working with Children (Criminal Record Checking) Act 2004*.
- Commenced the development of a governance education program to inform and guide volunteers on their governance responsibilities.

Major Initiatives For 2008-09

- Commence the development of systems for ongoing monitoring and review of the FESA's futures planning FESA 2023.
- Integrate the FESA's strategic and annual planning and reporting processes to address anticipated impacts of climate and demographic changes on demand for emergency services.
- Support sustainable fire management practices in the Kimberley.
- Identify, mitigate and plan for the impact of natural disasters through flood, bushfire and tsunami mitigation and awareness programs.
- Improve user accessibility, data collection and reporting capabilities of information technology and communication systems.
- Improve health and safety welfare systems for staff and volunteers.
- Develop and implement strategies for targeted attraction, recruitment and retention of volunteers.
- Progress recommendations from the reviews of key community awareness and education programs.
- Implement initiatives to support improved arson investigation, reporting and targeted reduction programs.

Service 2: Emergency Services

Provision of emergency services to enable rapid and effective response to emergency incidents to minimise their impact.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	199,829	174,063	188,458	185,609	
Less Income	152,960	150,343	152,921	156,667	
Net Cost of Service ^(a)	46,869	23,720	35,537	28,942	
Adjustments ^(b)	3,939	3,230	(10,299)	(3,918)	
Appropriation for Delivery of Service ^(a)	50,808	26,950	25,238	25,024	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Number of operational personnel ready to respond to emergencies ^(a)	31,146	30,900	31,176	30,972	
Total operational personnel expenditure \$'000	195,959	169,563	183,958	181,009	
Average cost per operational personnel \$'000	6.29	5.49	5.90	5.84	
Western Australian Emergency Rescue Helicopter Service (WAERHS) mission hours	331	330	330	330	
Total WAERHS expenditure \$'000	3,870	4,500	4,500	4,600	
Average cost per mission hours \$'000	11.69	13.64	13.64	13.94	
Full Time Equivalents (FTEs) ^(b)	1,039	1,040	1,053	1,100	

(a) The number of operational personnel ready to respond to emergencies does not include Surf Life Saving Western Australia volunteers.

(b) The increase in FTEs mainly reflects the impact of the Emergency Services component of an additional 44 career firefighters and seven community fire management officers.

Major Achievements For 2007-08

- Completed the installation of equipment in support of the Western Australian Emergency Radio Network project in selected Great Southern and Pilbara region shires, and conducted a successful fire season trial of the new dual band mobile radios within the Shire of Esperance.
- Commenced implementation of some recommendations from the Community Development and Justice Standing Committee's Inquiry into Emergency Services Legislation.
- Completed the implementation of version one of a real time dispatch system to enhance state-wide coordination and dispatch resources.
- Completed evaluation trials on the effectiveness of aerial suppression aircraft including Helitacs, fixed wing water bombers and the new Type 1 helicopter.
- Developed a draft State Resource Strategy for service delivery to remote Indigenous communities.
- Developed and implemented the FESA's volunteer extranet to provide volunteers with online access to corporate and operational information.
- Developed a suite of standard facility footprints for emergency service buildings.
- The allocation of \$20 million in operational and capital grants to volunteer groups state-wide.
- Supported volunteer attraction, recruitment and retention, as well as volunteer reward and recognition, through the:
 - provision of promotional materials and advertisements;
 - enhancement of the Volunteer Awards Programs;
 - launch of the FESA's new volunteer website; and
 - development of an accredited Employer Recognition Program.
- Installed new alarm monitoring systems in 75 per cent of country volunteer fire and rescue stations with the remaining installations planned for completion early in the new year.
- Reviewed and improved training for the FESA's State Emergency Service Canines.

Major Initiatives For 2008-09

- Progress critical amendments to Fire and Emergency Services legislation related to recommendations from the Community Development and Justice Standing Committee, and findings from other major government reviews.
- Enhance operational resourcing and emergency response capabilities through:
 - extended aerial operations support;
 - additional equipment to support response to special risks; and
 - improved capability to respond to ship fires.
- Progress the State Emergency Management Strategy and Operational Resourcing Strategy for Remote Indigenous Communities.
- Improve inter-agency interoperability and communication.
- Support enhanced regional operational resourcing through the allocation of Local Government grants for Volunteer Bush Fire Brigades and State Emergency Service Units throughout Western Australia.
- Implement enhanced dispersed relieving arrangements for career firefighters within the Perth metropolitan region.
- Enhance support to Local Governments in high risk areas through the allocation of an additional seven Community Fire Managers.
- Enhance emergency service delivery through the allocation of an additional 44 career firefighters under the United Firefighters Union award.

CAPITAL WORKS PROGRAM

The 2008-09 capital works program of \$38.8 million comprises new works of \$2.3 million and works in progress of \$36.5 million.

- The Capital Works Investment Plan is established 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 FESA's personnel, throughout the State. This process recognises demographic changes and changing community safety issues.
- Construction of the FESA's purpose built Emergency Service Headquarters at Cockburn Central is planned to commence in 2008-09. The new facility will incorporate the State's emergency communication and coordination centre, and will accommodate operational management and support staff as well as administrative staff.
- Construction of the Perth Career Fire and Rescue Service station in Wellington Street will be completed at an estimated cost of \$11.1 million.
- Funding of \$4.3 million has been allocated for the construction of the Ellenbrook Career Fire and Rescue Service station in 2008-09, including the provision of two fire fighting appliances, which will increase the FESA's capacity to provide a rapid and comprehensive response to all emergencies in the north east corridor of the metropolitan area.
- Other major projects include volunteer fire stations and regional collocated facilities, which will provide improved facilities for volunteer groups and regional staff.
- Vehicle replacement programs of fire appliances in the metropolitan area, regional and rural districts are ongoing in line with the FESA's maintenance and serviceable life replacement strategies. Indicative current cost estimates for the different appliance types are:
 - heavy pumpers - \$560,000;
 - light pumpers - \$370,000; and
 - light tankers - \$95,000.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Fire and Emergency Vehicles				
CFRS Heavy Pumper Replacement Program ^(a)	4,920	3,602	2,364	1,318
CFRS Light Pumper Replacement Program	3,700	2,700	1,500	1,000
CFRS Light Tanker Replacement Program	4,450	1,006	595	594
Urban Search and Rescue Platform on Demand and Carrier	400	150	150	250
VES Unit Fleet - 2007-17 Replacement Program ^(b)	6,750	867	524	683
VFRS Light Pumper Replacement Program ^(c)	18,550	16,832	683	1,718
VFRS Light Tanker Replacement Program	8,030	1,444	864	1,356
Land and Building Works				
CFRS Ellenbrook Fire Station	3,683	223	-	3,460
CFRS Perth Fire Station Relocation	11,100	9,500	5,597	1,600
FESA Emergency Service Centre - Kununurra	2,710	1,710	1,705	1,000
FESA House Relocation	46,577	4,724	1,993	10,242
FESA Volunteer Collocation - Derby	2,450	1,150	1,141	1,300
FESA Volunteer Collocation - Esperance	2,906	1,267	1,200	1,639
VFRS Albany Fire Station	2,692	16	14	500
Plant and Equipment Works				
Emergency Rescue Equipment Program	9,710	1,000	1,000	400
FESA Emergency Services - Computer Aided Dispatch Communications Project	2,500	1,317	800	183
Urban Search and Rescue Equipment	563	553	482	10
VFRS Hose Replacement Strategy - 2001-10 Program	540	470	181	40
VMRS Communication Network - 2003-11 Program ^(d)	850	218	110	232
Western Australian Emergency Radio Network	20,000	8,537	6,500	9,000
COMPLETED WORKS				
Fire and Emergency Vehicles				
CFRS Appliance Eglinton	600	600	196	-
CFRS Demountable Pods	1,685	1,685	266	-
CFRS Medium Tanker Replacement Program	993	993	525	-
CFRS Turn Table Ladder Half Life Refurbishment	400	400	53	-
Land and Building Works				
CFRS Belmont Fire Station	3,040	3,040	485	-
FESA Geraldton Regional Office	1,682	1,682	57	-
FESA Volunteer Collocation - Dalwallinu	1,370	1,370	1,366	-
FESA Volunteer Collocation - Manjimup	520	520	125	-
FESA Volunteer Collocation - Mundaring	1,240	1,240	77	-
Forrestfield Training Centre - Modifications	650	650	617	-
Urban Search and Rescue Training Venue and POD Shed	627	627	589	-
VFRS Carnarvon Fire Station	2,200	2,200	2,200	-
VFRS Kalgoorlie Fire Station	675	675	118	-
VFRS Merredin Fire Station	1,500	1,500	1,225	-
VFRS Station Modifications - 2006-08	720	720	687	-
Plant and Equipment Works				
CFRS Combined Ladder Platform Half Life Refurbishment	400	400	186	-
Shared Land Information Platform	1,831	1,831	501	-
VFRS Direct Brigade Alarm Replacement Program	900	900	319	-
NEW WORKS				
Fire and Emergency Vehicles				
CFRS Appliances Ellenbrook Fire Station	815	-	-	815
CFRS General Purpose Appliance Replacement Program	860	-	-	400
Land and Building Works				
Fire Station Modifications - 2009-13	1,250	-	-	250
Plant and Equipment Works				
Breathing Apparatus Replacement Program - 2009-14	4,000	-	-	800
	181,039	78,319	36,995	38,790

(a) CFRS Career Fire and Rescue Service

(b) VES Volunteer Emergency Services

(c) VFRS Volunteer Fire and Rescue Service

(d) VMRS Volunteer Marine Rescue Service

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	17,755	25,937	36,995	38,790	31,980	25,760	22,620
	17,755	25,937	36,995	38,790	31,980	25,760	22,620
LESS							
Asset Sales	206	-	-	-	-	10,930	-
Borrowings.....	-	11,077	8,561	23,558	7,440	8,631	21,770
Drawdowns from the Holding Account	3,655	2,650	2,650	-	-	-	-
Funding Included in Service Appropriations ^(a)	-	905	905	455	350	295	250
Internal Funds and Balances	10,951	7,595	21,169	11,689	22,036	1,200	600
Other.....	2,693	2,500	2,500	3,078	2,154	4,704	-
Capital Contribution	250	1,210	1,210	10	-	-	-
Contribution for Debt Repayment.....	-	-	-	32,900	-	-	-

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS**INCOME STATEMENT
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	92,714	93,556	93,518	102,924	109,530	116,004	118,158
Superannuation	9,538	9,356	9,777	9,977	10,424	10,900	11,111
Grants and subsidies ^(b)	53,416	22,076	25,505	22,639	22,897	23,247	23,724
Supplies and services	45,352	53,960	51,627	50,159	49,438	54,589	55,386
Accommodation	5,633	2,227	5,282	5,715	5,867	6,288	6,634
Finance costs	1,998	4,479	2,479	1,607	2,720	3,060	4,345
Capital user charge ^(c)	2,228	-	-	-	-	-	-
Depreciation and amortisation	8,778	10,634	10,634	11,147	11,911	12,155	12,410
Loss on disposal of non-current assets	137	-	-	-	-	-	-
Other expenses	2,423	1,556	12,952	4,404	4,960	4,071	4,000
TOTAL COST OF SERVICES	222,217	197,844	211,774	208,572	217,747	230,314	235,768
Income							
User charges and fees	3,910	3,337	3,337	3,323	3,428	3,533	3,533
Regulatory fees and fines	146,099	160,649	161,667	165,451	176,236	187,844	193,960
Gain on disposal of non-current assets	116	-	-	-	-	-	-
Grants and subsidies	7,274	3,025	3,081	3,551	4,179	3,155	3,213
Interest revenue	4,343	2,500	2,500	2,500	2,500	2,500	2,500
Other revenue	6,938	1,372	1,372	1,344	1,240	1,136	1,136
Total Income	168,680	170,883	171,957	176,169	187,583	198,168	204,342
NET COST OF SERVICES ^(c)	53,537	26,961	39,817	32,403	30,164	32,146	31,426
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	59,276	30,632	28,236	27,997	27,057	26,286	26,674
Resources received free of charge	2,745	-	2,745	2,745	2,745	2,745	2,745
Liabilities assumed by the Treasurer	419	-	419	419	419	419	419
TOTAL INCOME FROM STATE GOVERNMENT	62,440	30,632	31,400	31,161	30,221	29,450	29,838
SURPLUS/(DEFICIENCY) FOR THE PERIOD	8,903	3,671	(8,417)	(1,242)	57	(2,696)	(1,588)

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 1,189, 1,206 and 1,258 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

(c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

BALANCE SHEET
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Restricted cash	3,315	1,771	17,554	6,245	3,843	3,939	3,379
Investments	68,000	28,463	29,781	31,450	10,808	9,931	4,263
Receivables	6,818	4,243	6,814	7,116	7,119	7,026	7,833
Inventories	6,275	6,012	6,325	6,225	6,250	6,250	6,250
Interest receivable	375	432	375	375	375	375	375
Amounts receivable for services	1,261	170	-	-	-	-	-
Prepayments	563	-	563	563	563	563	813
Total current assets	86,607	41,654	61,412	51,974	28,958	28,084	22,913
NON-CURRENT ASSETS							
Amounts receivable for services	-	2,185	2,355	6,170	9,985	14,560	19,135
Land and buildings	125,275	105,312	139,495	143,587	144,160	179,149	190,206
Investments	500	-	-	720	1,440	-	400
Plant and equipment	40,485	44,174	36,988	46,044	44,619	37,191	43,476
Intangibles	144	2,488	394	394	394	394	394
Other	12,877	14,116	14,881	23,923	44,494	13,062	13,062
Total non-current assets	179,281	168,275	194,113	220,838	245,092	244,356	266,673
TOTAL ASSETS	265,888	209,929	255,525	272,812	274,050	272,440	289,586
CURRENT LIABILITIES							
Superannuation	740	904	768	773	630	630	630
Payables ^(a)	6,194	6,555	4,294	4,002	4,110	2,565	2,315
Provision for employee entitlements	10,401	6,699	11,001	10,733	10,333	10,467	10,467
Borrowings	12,550	3,653	12,326	12,524	12,724	12,724	7,655
Interest payable	427	882	540	644	644	540	540
Accrued salaries	5,091	-	720	1,080	1,440	-	360
Other	2,899	2,685	4,334	5,307	5,380	2,959	2,380
Total current liabilities	38,302	21,378	33,983	35,063	35,261	29,885	24,347
NON-CURRENT LIABILITIES							
Superannuation	553	596	501	462	397	397	397
Provision for employee entitlements	6,525	6,166	6,125	6,382	6,439	7,622	8,179
Borrowings	20,315	43,336	26,088	15,237	20,425	26,752	50,467
Total non-current liabilities	27,393	50,098	32,714	22,081	27,261	34,771	59,043
TOTAL LIABILITIES	65,695	71,476	66,697	57,144	62,522	64,656	83,390
EQUITY							
Contributed equity	59,947	47,784	55,847	81,217	75,616	75,616	75,616
Accumulated surplus/(deficit)	22,047	6,273	13,630	12,388	12,445	9,749	8,161
Reserves	118,199	84,396	119,351	122,063	123,467	122,419	122,419
TOTAL EQUITY	200,193	138,453	188,828	215,668	211,528	207,784	206,196
TOTAL LIABILITIES AND EQUITY	265,888	209,929	255,525	272,812	274,050	272,440	289,586

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	56,035	26,888	24,492	24,182	23,242	21,711	22,099
Capital contribution	250	1,210	1,210	32,910	-	-	-
Holding account drawdowns	3,655	2,650	2,650	-	-	-	-
Net cash provided by State Government.....	59,940	30,748	28,352	57,092	23,242	21,711	22,099
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(84,877)	(93,356)	(97,689)	(102,575)	(109,513)	(116,127)	(117,241)
Superannuation	(9,238)	(9,329)	(9,331)	(9,531)	(9,947)	(10,392)	(10,603)
Grants and subsidies	(53,415)	(22,079)	(25,508)	(22,639)	(22,943)	(23,247)	(23,724)
Supplies and services	(45,435)	(54,897)	(52,819)	(52,219)	(51,601)	(57,752)	(62,753)
Accommodation	(5,687)	(2,372)	(5,427)	(5,902)	(6,081)	(6,530)	(6,876)
Finance costs	(2,106)	(4,366)	(2,366)	(1,503)	(2,720)	(3,164)	(4,345)
Capital user charge ^(a)	(2,228)	-	-	-	-	-	-
Goods and services tax	(8,478)	(4,000)	(8,600)	(8,600)	(8,600)	(8,690)	(8,600)
Other.....	(4,370)	(1,284)	(12,680)	(4,182)	(4,734)	(3,745)	(3,947)
Receipts							
User charges and fees.....	2,861	152	3,152	3,273	3,278	3,283	3,283
Regulatory fees and fines.....	145,851	160,649	161,667	165,451	176,236	187,844	193,960
Grants and subsidies	7,274	3,025	3,081	3,551	4,179	3,155	3,213
Interest received	4,400	2,500	2,500	2,500	2,500	2,500	2,500
Donations receipts.....	-	10	-	-	-	-	-
Goods and services tax	8,479	3,000	7,600	8,600	8,600	8,600	8,600
Other receipts	3,019	1,640	1,650	1,754	2,022	2,290	2,290
Net cash from operating activities.....	(43,950)	(20,707)	(34,770)	(22,022)	(19,324)	(21,975)	(24,243)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(14,996)	(22,532)	(23,611)	(33,337)	(31,630)	(19,214)	(22,330)
Proceeds from sale of non-current assets	206	-	-	-	-	10,930	-
Net cash from investing activities.....	(14,790)	(22,532)	(23,611)	(33,337)	(31,630)	(8,284)	(22,330)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(2,050)	(3,012)	(3,012)	(34,211)	(2,052)	(2,304)	(3,124)
Proceeds from borrowings	-	11,077	8,561	23,558	7,440	8,631	21,770
Net cash from financing activities	(2,050)	8,065	5,549	(10,653)	5,388	6,327	18,646
NET INCREASE/(DECREASE) IN CASH HELD	(850)	(4,426)	(24,480)	(8,920)	(22,324)	(2,221)	(5,828)
Cash assets at the beginning of the reporting period	72,665	34,660	71,815	47,335	38,415	16,091	13,870
Cash assets at the end of the reporting period.....	71,815	30,234	47,335	38,415	16,091	13,870	8,042

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	222,217	197,844	211,774	208,572	217,747	230,314	235,768
Less Capital User Charge.....	2,228	-	-	-	-	-	-
Adjusted Total Cost of Services	219,989	197,844	211,774	208,572	217,747	230,314	235,768
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services	59,276	30,632	28,236	27,997	27,057	26,286	26,674
Less Appropriation Capital User Charge	2,872	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	56,404	30,632	28,236	27,997	27,057	26,286	26,674

SCHEDULE OF ADMINISTERED EXPENSES AND INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Grants and subsidies ^(a)	1	1	-	-	-	-	-
TOTAL ADMINISTERED EXPENSES ^(b)	1	1	-	-	-	-	-
INCOME							
Administered appropriations.....	1	1	-	-	-	-	-
TOTAL ADMINISTERED INCOME ^(c)	1	1	-	-	-	-	-

(a) The Royal Humane Society grant is now classified as a controlled grant, and recorded under the controlled income statement from the 2007-08 Estimated Actual year onwards.

(b) Further information is provided in the table 'Details of the Administered Transactions Expenses'.

(c) Further information is provided in the table 'Details of the Administered Transactions Income'.

SCHEDULE OF ADMINISTERED PAYMENTS AND RECEIPTS

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASH OUTFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Grants and subsidies ^(a)	(1)	(1)	-	-	-	-	-
Financing Activities							
Investing Activities							
TOTAL ADMINISTERED CASH OUTFLOWS	(1)	(1)	-	-	-	-	-
CASH INFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Administered appropriations	1	1	-	-	-	-	-
Financing Activities							
Investing Activities							
TOTAL ADMINISTERED CASH INFLOWS	1	1	-	-	-	-	-
NET CASH INFLOWS/(OUTFLOWS) FROM ADMINISTERED TRANSACTIONS	-	-	-	-	-	-	-

(a) The Royal Humane Society grant is now classified as a controlled grant, and recorded under the controlled cashflow statement from 2007-08 Estimated Actual year onwards.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Local Government Emergency Services							
Grants	16,044	17,860	17,857	17,860	18,098	18,336	18,655
Natural Disaster Relief Arrangements	33,916	-	1,392	-	-	-	-
Other ^(a)	2,478	2,566	4,066	2,520	2,970	3,062	3,199
Surf Life Saving Western Australia ^(b)	-	-	540	559	579	599	620
Volunteer Marine Rescue Service	978	1,650	1,650	1,700	1,250	1,250	1,250
TOTAL	53,416	22,076	25,505	22,639	22,897	23,247	23,724

(a) Includes the Royal Humane Society grant from the 2007-08 Estimated Actuals year onwards.

(b) Prior to 2007-08 the Surf Life Saving Western Australia grant was administered by the Department of Sport and Recreation

DETAILS OF THE ADMINISTERED TRANSACTIONS EXPENSES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
GRANTS TO CHARITABLE AND OTHER PUBLIC BODIES							
Royal Humane Society of Australia ^(a)	1	1	-	-	-	-	-
TOTAL	1	1	-	-	-	-	-

- (a) The Royal Humane Society grant is now classified as a controlled grant, and recorded under details of controlled grants and subsidies other from the 2007-08 Estimated Actuals year onwards.

DETAILS OF THE ADMINISTERED TRANSACTIONS INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
OTHER							
Administered Appropriation ^(a)	1	1	-	-	-	-	-
TOTAL	1	1	-	-	-	-	-

- (a) The Royal Humane Society grant is now classified as a controlled grant, and recorded under details of controlled grants and subsidies other from the 2007-08 Estimated Actuals year onwards.

WATER

PART 6 - MINISTER FOR POLICE AND EMERGENCY SERVICES; COMMUNITY SAFETY; WATER RESOURCES; SPORT AND RECREATION

DIVISION 24

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual ^(a) \$'000	2007-08 Budget ^(a) \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 58 Net amount appropriated to deliver services ^(b)	64,085	60,387	65,227	81,157	70,081	66,619	67,486
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 ^(c)	192	198	200	206	212	219	226
Total appropriations provided to deliver services	64,277	60,585	65,427	81,363	70,293	66,838	67,712
ADMINISTERED TRANSACTIONS							
Item 59 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	2,681	2,570	2,570	2,151	1,817	1,356	810
CAPITAL							
Item 144 Capital Contribution	6,203	4,286	4,286	5,010	3,351	6,178	5,285
GRAND TOTAL	73,161	67,441	72,283	88,524	75,461	74,372	73,807

- (a) The former Water and Rivers Commission (WRC) was dissolved on 1 February 2008 following the proclamation of the *Water Resources Legislation Amendment Act 2007*. The functions, appropriation and assets of the WRC were transferred to the Department. To enable comparisons between reporting periods, data in the table have been amalgamated for the WRC and the Department.
- (b) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (c) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

Highest and best use of Western Australian water resources.

SIGNIFICANT ISSUES AND TRENDS

- A drying climate, the resources boom, population growth and land use change all continue to place significant pressures on Western Australia's water resources. The impacts include heightened demand for new and existing water resources, salinisation of waterways, and increased risk of algal blooms and wetland acidification.
- Demand for security of water supply has created a need for improved collection and modelling of all water information. The gathering and processing of this data is an expanding requirement for agencies in their planning and management of total water resources and water allocation.
- Environmental pressures require greater investigation of climate independent options, including the cost effective recycling of water, and an increased focus on achieving water use efficiency across all industries and sectors.
- As demand approaches sustainable limits in some areas of the State, there is need for improved water management plans that define the sustainable usage of water and the water regime required for ecological purposes.

- The increased demand for water and limited supplies in many areas has created a need to develop more innovative water supplies and approaches to water resource management. This has led to the Government announcing water as one of the State's research priorities and the development of a State water science plan to focus on research efforts.
- The Government's water law reform program is intended to strengthen and improve the governance and regulation of water services and water resources management, involving the complete rewrite of the State's water legislation, with 11 Acts to be condensed into three. At the same time, the Department is developing a water industry and services policy to assist with regulation, together with administration systems relating to service providers.
- The water reform program enables improved water resource management through:
 - enhanced water planning to provide sufficient water for the environment, consumptive and cultural use;
 - improved water sharing arrangements;
 - water accounting, reporting for water resources, water markets and water use;
 - enhanced groundwater investigations;
 - metering of licensed water use; and
 - recovery of a portion of the costs of water resources management and planning.
- Increased pressure for planning and management of drainage in coastal, urban and rural areas with special regard to sound water resources management, protection of the natural environment, and provision of a well-planned urban and industrial environment.
- Access to water remains the right of all Western Australians and is an ongoing issue that requires continuous negotiation and facilitation. A Federal and State focus on the health, wellbeing and industry of Indigenous communities also requires new and improved models to ensure safe, clean water is supplied to these communities. Solutions are being developed to meet the State's commitments under bilateral agreements.

MAJOR POLICY DECISIONS

Details of major policy decisions impacting on the Department's Income Statement since publication of the 2007-08 Budget to Parliament on 10 May 2007 are outlined below.

	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
State Water Recycling Strategy	1,339	632	407	418
Water Efficiency Measures.....	642	412	412	412
Water Reform Implementation	5,713	5,266	2,806	1,903

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual ^{(a)(b)(c)} \$'000	2007-08 Budget ^{(a)(b)} \$'000	2007-08 Estimated Actual ^{(a)(b)} \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Strategic Water Policies and Programs							
Development and Implementation.....	13,762	15,976	18,763	16,091			
<i>Service 2:</i>							
Water Resource Assessment and Protection	15,251	17,089	19,242	19,709			
<i>Service 3:</i>							
Water Use Allocation, Management and							
Optimisation.....	24,452	25,485	30,239	31,181			
<i>Service 4:</i>							
Catchments and Waterways Health.....	28,096	50,051	33,040	26,811			
Total Cost of Services ^(d)	81,561	108,601	101,284	93,792	84,519	79,486	80,360
<i>Less Income ^(e)</i>	<i>16,800</i>	<i>44,144</i>	<i>37,336</i>	<i>35,486</i>	<i>15,181</i>	<i>12,347</i>	<i>12,347</i>
Net Cost of Services ^(d)	64,761	64,457	63,948	58,306	69,338	67,139	68,013
Adjustments ^(f)	(484)	(3,872)	1,479	23,057	955	(301)	(301)
Appropriation Provided to Deliver Services ^(d)	64,277	60,585	65,427	81,363	70,293	66,838	67,712
ADMINISTERED TRANSACTIONS							
Appropriation for Administered Grants, Subsidies and Transfer Payments	2,681	2,570	2,570	2,151	1,817	1,356	810
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(g)	6,203	4,286	4,286	5,010	3,351	6,178	5,285
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	73,161	67,441	72,283	88,524	75,461	74,372	73,807

- (a) The former Water and Rivers Commission (WRC) was dissolved on 1 February 2008 following the proclamation of the Water Resources Legislation Amendment Act 2007. The functions, appropriation and assets of the WRC were transferred to the Department. To enable comparisons between reporting periods, data in the table have been amalgamated for the WRC and the Department.
- (b) A revised service structure together with effectiveness and efficiency indicators have been adopted to better report on the Department's performance. Data for 2006-07 and 2007-08 have been recast to reflect the new structure.
- (c) Cost of Services data in the 2006-07 Annual Report have been recast to more accurately reflect expenses associated with Administered Transactions.
- (d) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (e) The disallowance of the Rights in Water and Irrigation Amendment Regulations (No. 3) 2007 on 8 April 2008 occurred after the finalisation of the Department's financial projections and the budget cut-off date of 7 April 2008. This means that water licence administration fees will no longer be collected. However, the implications have not yet been fully assessed and the impact is not reflected in these Budget Papers.
- (f) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (g) Supporting details are disclosed in the Capital Contribution Statement.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Services
Protecting and enhancing the unique Western Australian lifestyle and ensuring sustainable management of the environment.	Sufficient ^(a) quality ^(b) water to support the needs of the community, environment and state development.	1. Strategic Water Policies and Programs Development and Implementation 2. Water Resource Assessment and Protection 3. Water Use Allocation, Management and Optimisation 4. Catchments and Waterways Health

- (a) Sufficient – refers to the quantity of water, and relates to the Department's role in ensuring that there is enough water to support social, environmental and economic needs.
- (b) Quality – refers to the varying standards of water quality the Department is responsible for managing and allocating for industry use, agricultural use or fit for human consumption.

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual ^(b)	2007-08 Budget ^(b)	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Sufficient quality water to support the needs of the community, environment and state development.					
Proportion of water resources with licensed allocations that are within the allocation limit .	n/a	85%	85%	85%	
Proportion of public water supplies covered by a drinking water source protection plan	54%	65%	65%	73%	
Proportion of water resource management areas that are planned appropriate to their water resource category	n/a	n/a	60%	60%	

- (a) More details of effectiveness indicators are provided in the annual report.
- (b) Due to the revision of key effectiveness indicators, data for some of the new indicators are not available for this period.

Service 1: Strategic Water Policies and Programs Development and Implementation

Development and implementation of water policies, plans and programs to guide the usage of the State's water resources at a strategic level and to ensure the provision of water services to the Western Australian community.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	13,762	15,976	18,763	16,091	Higher than anticipated Farm Water Grants scheme payments in 2007-08.
<i>Less Income</i>	2,031	2,387	2,881	859	
Net Cost of Service ^(a)	11,731	13,589	15,882	15,232	
Adjustments ^(b)	3,710	(543)	(2,222)	2,276	
Appropriation for Delivery of Service ^(a)	15,441	13,046	13,660	17,508	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual ^(a)	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Percentage of water reform reporting obligations completed within agreed timeframes	n/a	100%	100%	100%	
Unit cost per regional plan delivered against agreed timeframe (\$ million)	n/a	\$2.1	\$1.6	\$1.6	
Full Time Equivalents (FTEs)	69	88	89	90	

- (a) Due to the revision of key efficiency indicators, data for some of the new indicators are not available for this period.

Major Achievements For 2007-08

- The *Water Resources Legislation Amendment Act 2007* was proclaimed on 31 January 2008, repealing the *Water and Rivers Commission Act 1995*, abolishing the Water and Rivers Commission and assigning its functions and powers to the Minister for Water Resources and the Department. Parliamentary Counsel commenced drafting the Water Resources Management Bill, the Water Services Bill and the Water Corporation Amendment Bill.
- Prepared draft regional water plans for the South West and Pilbara with input from key stakeholder groups, and a project plan for the Perth-Peel regional water plan.
- Consolidated the water planning framework to clearly outline relationships between strategic plans and management plans consistent with the State Water Plan 2007.
- Together with other agencies, the Department developed a service delivery framework for servicing Indigenous communities.
- The Department completed its Science, Research and Innovation plan, which will guide the Department's future investment in water science and research.
- Significant progress was made on the more than 400 water reform actions detailed under the State Water Plan 2007, Western Australia's Implementation plan for the National Water Initiative and the Government response to the Blueprint for Water Reform.

- Provided detailed policy advice on a range of water reform initiatives under the National Water Initiative, State Water Plan 2007 and the Government response to the Blueprint for Water Reform including through participation on national working groups to meet agreed obligations on water charging, water metering, water accounting, interception and water efficiency.
- Detailed submissions were made to the Legislative Assembly's Economics and Industry Standing Committee Inquiry into Water Licensing and Services.
- Progressed the whole-of-government Gnamptara Sustainability strategy through a multi-agency taskforce, including preparation of a draft situation statement and draft land use options for the Gnamptara Groundwater system.

Major Initiatives For 2008-09

- Table the Water Resources Management Bill, Water Services Bill and Water Corporation Act Amendment Bill in Parliament.
- Finalise the South West, Pilbara and Perth-Peel regional water plans and further develop Kimberley, Great Southern and Mid West regional water plans to address key issues, options and strategies for the region's water future.
- Finalise a Western Australian water demand and supply projection tool to assist with long-term strategic water planning across industry sectors and demand regions.
- Coordinate Western Australia's response to Commonwealth Government directions and funding opportunities under the National Water Initiative and National Plan for Water Security including a review of Western Australia's existing Implementation Plan for the National Water Initiative.
- Finalise a strategic water policy framework and further develop policy positions on climate change, risk assignment, self management, metering implementation, water pricing and water services.
- Continue development of the model for supplying water services to Indigenous communities by developing standards, auditing assets and finalising work plans.
- Review the strategic direction of the rural water program and produce a plan to take the program forward.
- Develop a state-wide water science and innovation plan in collaboration with the Premier's Science and Innovation Council.
- Coordinate the development and finalisation of the Gnamptara Sustainability strategy.

Service 2: Water Resource Assessment and Protection

Investigation and assessment of groundwater and surface water resources to determine the quantity and quality of the State's water resources, to inform the sustainable management of the water resources and protect the State's drinking water.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	15,251	17,089	19,242	19,709	
Less Income	2,059	4,588	5,356	6,000	
Net Cost of Service ^(a)	13,192	12,501	13,886	13,709	
Adjustments ^(b)	(602)	(695)	(925)	994	
Appropriation for Delivery of Service ^(a)	12,590	11,806	12,961	14,703	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per water resource assessment....	\$67,535	\$77,250	\$78,362	\$92,480	Higher degree of complexity associated with producing priority resource assessments in the Collie, Gngangara, Pilbara and South West regions.
Average cost per drinking water source protection plan.....	\$243,944	\$343,836	\$325,185	\$453,157	Fewer plans to be produced due to focus on implementing established water source protection plans and review of recreation policy.
Full Time Equivalents (FTEs)	96	113	115	116	

Major Achievements For 2007-08

- Finalised the surface water sustainable diversion limits study for South West Western Australia to provide scientifically-based surface water allocation limits.
- Completed the Exmouth Floodplain Management study, which mapped and made recommendations to mitigate the effect of flooding on the existing town site and on major new developments in flood prone areas.
- Commenced drilling investigations at Gngangara North involving the installation of new monitoring bores to better understand groundwater recharge into the Yarragadee aquifer.
- Commenced Water Smart Australia supported projects for Gngangara, Pilbara, South West Groundwater and Collie water allocation plans where accelerating economic development is increasing groundwater demand.
- Completed drinking water source protection plans and brochures for Bindoon-Chittering, Bolganup, Brookton, Brookton Happy Valley, Bunbury, Condingup, Donnybrook, Eneabba, Gascoyne Junction, Gibson, Jurien, Kirup, Leeman/Mount Peron, Logue Brook, Nabawa and Quindalup. The plans detail the location and boundary of the drinking water catchments, identify risks and recommend management approaches to maximise protection of the catchment.

- Completed the Water Quality Protection notes for: tropical agriculture; cooling towers; identification; assessment and protection of public drinking water source areas; infrastructure corridors; outdoor events in public drinking water source areas, bridle trails in public drinking water source areas; and rural drainage. Protection notes provide guidance to industry and individuals for best practice requirements for the protection of water resources in Western Australia.
- Completed proclamations for Bindoon-Chittering, Camballin, Denham (north), Kalbarri and Quindalup water source protection areas, extended Metropolitan Water Supply Sewerage and Drainage Area to allow for Logue Brook, Samson and Stirling and reproclaimed the Gngangara underground water pollution control area.

Major Initiatives For 2008-09

- Publish a report on the impacts of climate change on the water resources of Western Australia guiding water resource managers in the allocation of water with climate uncertainty.
- Finalise the strategic review of the surface water measurement network to optimise the network such that future water resource management decisions are based on the best possible information.
- Progress development of a Western Australia Floodplain Development manual detailing appropriate policy, roles and responsibilities, processes and best practise guidelines for floodplain management.
- Finalise drilling investigations involving the installation of new monitoring bores at Gngangara North to better understand groundwater recharge into the Yarragadee aquifer and groundwater discharge to the Gingin Brook.
- Publish Southern Perth Basin bulletin describing the groundwater resources from Mandurah to Augusta and eastward to the Darling Scarp.
- Progress investigation and assessment for Water Smart Australia supported projects for Gngangara, Pilbara, South West Groundwater and Collie water allocation plans.
- Undertake drinking water source protection plans for Bremer Bay, Denmark, Esperance, Fitzroy Crossing, Hester, Hopetoun, Kununurra, Mungilup, Millstream (Bridgetown), New Norcia and Yerecoin.
- Conduct a review of policy on Recreation in Public Drinking Water Source Areas on Crown Land to identify opportunities for the public to access public drinking water source areas for recreation purposes.

Service 3: Water Use Allocation, Management and Optimisation

Development of water allocation plans, water use efficiency and recycling initiatives, and the issuance of water licenses to ensure the State's water is being shared to meet social, economic and environmental needs, while ensuring the sustainability of the water resource.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	24,452	25,485	30,239	31,181	Newly introduced water efficiency measures and acceleration of water reform initiatives including statutory allocation planning, licensing and water accounting.
<i>Less Income</i>	4,598	7,582	8,351	7,295	
Net Cost of Service ^(a)	19,854	17,903	21,888	23,886	
Adjustments ^(b)	(1,508)	(1,482)	(2,357)	2,657	
Appropriation for Delivery of Service ^(a)	18,346	16,421	19,531	26,543	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual ^(a)	2007-08 Budget ^(a)	2007-08 Estimated ^(a)	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per water allocation plan completed ^(b)	n/a	n/a	n/a	\$1,309,950	
Average time taken (days) to process a license by water category grouping:					
- Category 1	n/a	n/a	50	50	
- Category 2	n/a	n/a	50	50	
- Category 3	n/a	n/a	60	60	
- Category 4	n/a	n/a	70	70	
Expenditure on water licence administration:					
- Average cost per water licence (all categories)	\$868	\$917	\$811	\$891	
- Total number of licences processed by category grouping:					
- Category 1	n/a	n/a	1,380	1,500	
- Category 2	n/a	n/a	2,620	3,000	
- Category 3	n/a	n/a	4,810	4,900	
- Category 4	n/a	n/a	5,270	5,300	
Full Time Equivalents (FTEs)	180	240	253	272	

- (a) Due to the revision of key performance indicators, data for some of the new indicators are not available for this period.
- (b) The term average refers to a three year rolling average.

Major Achievements For 2007-08

- Completed Water Management plans (allocation) for Cockburn, Kemerton, and the Carnarvon Artesian Basin and a status report for the Upper Collie. Draft water management plans for the Upper Collie surface and groundwater, and the South West and Gnangara Groundwater areas released for public comment.
- Developed a project plan to pilot two groundwater management areas for the introduction of water accounting. Commenced collection of transactional data for the pilot areas. Developed draft accounts to provide input into the design of future water accounting systems to meet commitments under the National Water Initiative.

- Undertook a study to scope the technical design and likely size of the water trading market in Western Australia after the implementation of future water reforms as prescribed by the National Water Initiative.
- Implemented water licence administration fees throughout the State.
- Continued installation of water meters on the Gngangara Mound, with 700 meters installed to date.
- Introduced domestic bore guidelines to regulate and reduce use, and completed a map of Perth showing areas suitable and unsuitable for additional garden bores.
- Piloted water use efficiency guidelines for Local Government in several areas to reduce water consumption.

Major Initiatives For 2008-09

- Finalise the 2007-08 draft management plans for Upper Collie surface and groundwater, and the South West and Gngangara Groundwater areas. Complete water management plans for Whicher and the North Perth Basin.
- Continue water allocation planning in the four priority areas of Pilbara, Gngangara, Collie and South West in conjunction with Water Smart Australia. Commence water allocation planning in Broome, Derby and Exmouth groundwater areas.
- Provide input into the Economic Regulation Authority's review on cost recovery mechanisms for management of water resources.
- Upgrade systems and processes for water licensing to meet increased demand and facilitate the reform of water entitlements.
- Establish a compliance and enforcement unit to strengthen compliance with existing water legislation and license conditions.
- Coordinate the implementation of the State Water Recycling strategy, which includes the provision of advice to communities, industry, Local Government and land developers regarding the recycling of waste water. The objective is to have 30 per cent of the State's waste water being recycled by 2030.

Service 4: Catchments and Waterways Health

Investigation, development and implementation of drainage, salinity recovery and catchment management plans and initiatives, to maintain and recover the health of catchments and waterways to best meet social, economical and environmental needs.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	28,096	50,051	33,040	26,811	Changing accounting treatment and cashflow profile of the Collie Recovery Project.
<i>Less Income</i>	8,112	29,587	20,748	21,332	
Net Cost of Service ^(a)	19,984	20,464	12,292	5,479	
Adjustments ^(b)	(2,084)	(1,152)	6,983	17,130	
Appropriation for Delivery of Service ^(a)	17,900	19,312	19,275	22,609	

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(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per km ² of designated catchments where salinity management measures are implemented.....	\$818	\$2,714	\$1,035	\$593	Increase in the number of designated catchments where salinity management measures have been implemented as a result of projects completed in 2007-08. Increased referrals due to development boom and reduced costs due to internal systems improvements.
Average cost per statutory referral processed ..	\$7,988	\$14,949	\$15,276	\$10,105	
Full Time Equivalents (FTEs)	182	187	188	190	

Major Achievements For 2007-08

- Implemented eight on-ground projects for the Engineering Evaluation Initiative, leading to a greater understanding of the effectiveness and sustainability of salinity engineering.
- Published Kent and Warren Salinity Situation Statements allowing the community to understand the status and work required to address salinity in these catchments.
- Completed the three year East Collie River engineering diversion trial, which removed six gigalitres and 30,000 tonnes of salt. Completed the Collie Salinity Recovery Plan outlining actions to further reduce salinity in the Wellington Reservoir.
- Published a Stormwater Management Manual and prepared a draft report on the Potential Use of Stormwater in the Perth region leading to better management of water as a resource and improved urban form.
- Completed the Southern River integrated land and water management plan, Jandakot Water Management plan, draft Byford Drainage and Water Management plan, and Urban Water Management Conditions - Guidelines for Compliance leading to improved governance between Departments to provide better management of water resources and clearer processes for land developers.
- Prepared a draft Stokes Inlet Waterways Management plan, Eastern Estuary Environmental Assessment and Lake Argyle sedimentation survey as part of improving waterways management.

Major Initiatives For 2008-09

- Complete the Wheatbelt Drainage evaluation project, to develop greater understanding and governance of the effectiveness and sustainability of salinity engineering at drainage and catchment scale.
- Assess the effects of inland drainage engineering evaluation initiative projects to gain a greater understanding of the effectiveness and sustainability of salinity engineering.
- Complete the interim Greater Murray drainage and water management plan, facilitating sustainable urban development between Perth and Mandurah, and the Caversham-West Swan Drainage and Waterways Management plan, facilitating sustainable urban development in the Caversham and West Swan areas.
- Commence waterways management plans for priority waterways and scope the State Waterways Plan to better manage the State's unique range of waterways through a strategic approach to reflect the high value the community places upon waterways.

CAPITAL WORKS PROGRAM

The 2008-09 capital investment program will see the Department investing in infrastructure associated with water resource initiatives in the Collie-Wellington Basin to reduce salinity in the Wellington Dam as well as beginning the roll-out of the state-wide Metering program as part of the water reform agenda.

The Department will also continue the program of installing, replacing and upgrading groundwater monitoring bores and river gauging stations throughout the State and its asset replacement program associated with computers and office equipment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Collie-Wellington Salinity Diversion	27,033	11,533	11,533	15,500
Water Smart Australia				
Monitoring Bores	4,473	1,750	1,750	2,225
Software development	913	555	555	-
COMPLETED WORKS				
Accommodation				
Kununurra Office and Depot Extension and Works	1,500	1,500	1,450	-
Computing and Office Equipment Replacement - 2007-08 Program	950	950	950	-
Groundwater Resources Investigation and Monitoring				
2006-07 Program	1,428	1,428	3	-
2007-08 Program	1,400	1,400	1,400	-
Land Acquisition - Land Purchase in Priority 1 Areas				
2004-05 Program	1,394	1,394	1,394	-
2006-07 Program	1,456	1,456	1,456	-
2007-08 Program	1,000	1,000	1,000	-
Replace and Maintain Monitoring Bores				
2006-07 Program	966	966	184	-
2007-08 Program	1,930	1,930	1,930	-
Replace and Maintain River Gauging Stations				
2006-07 Program	764	764	40	-
2007-08 Program	700	700	700	-
NEW WORKS				
Computing and Office Equipment Replacement - 2008-09 Program	1,000	-	-	1,000
Groundwater Resources Investigation and Monitoring - 2008-09 Program	1,544	-	-	1,544
Land Acquisition - Land Purchase in Priority 1 Areas - 2008-09 Program	1,000	-	-	1,000
Replace and Maintain Monitoring Bores - 2008-09 Program	2,493	-	-	2,493
Replace and Maintain River Gauging Stations - 2008-09 Program	1,213	-	-	1,213
State-wide Metering - 2008-09 Program	1,133	-	-	1,133
	54,290	27,326	24,345	26,108

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	8,213	6,730	24,345	26,108	10,491	8,373	8,362
Working capital requirement							
Loan and Other Repayments	200	436	436	-	-	-	-
	8,413	7,166	24,781	26,108	10,491	8,373	8,362
LESS							
Commonwealth Grants	-	-	2,305	2,225	856	-	-
Drawdowns from the Holding Account	1,400	2,880	2,880	3,373	6,284	2,195	3,077
Internal Funds and Balances	810	-	7,310	-	-	-	-
Other ^(a)	-	-	8,000	15,500	-	-	-
Capital Contribution	6,203	4,286	4,286	5,010	3,351	6,178	5,285

(a) Grant funding for the Collie-Wellington Salinity Diversion project.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual ^{(a)(b)} \$'000	2007-08 Budget ^(a) \$'000	2007-08 Estimated Actual ^(a) \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(c)	34,692	35,053	38,191	39,692	39,820	39,339	39,909
Superannuation	3,243	3,702	3,249	3,530	3,532	3,470	3,437
Grants and subsidies ^(d)	7,295	6,218	14,396	9,415	4,607	3,208	4,978
Supplies and services	26,832	57,643	39,141	34,109	28,256	24,897	23,243
Accommodation	3,060	2,871	3,144	3,139	3,155	3,172	3,191
Finance costs	36	-	-	-	-	-	-
Capital user charge ^(e)	12,774	-	-	-	-	-	-
Depreciation and amortisation	5,911	2,744	3,097	3,841	5,083	5,334	5,536
State taxes	226	-	-	-	-	-	-
Loss on disposal of non-current assets	9	-	-	-	-	-	-
Doubtful debts	13	-	-	-	-	-	-
Other expenses	244	370	66	66	66	66	66
TOTAL COST OF SERVICES	94,335	108,601	101,284	93,792	84,519	79,486	80,360
Income							
Regulatory fees and fines	76	5,905	1,300	2,999	2,999	2,999	2,999
Gain on disposal of non-current assets	-	78	78	-	-	-	-
Grants and subsidies	9,649	33,527	31,324	27,843	7,528	4,694	4,694
Rent	228	150	150	160	170	170	170
Other revenue	6,847	4,484	4,484	4,484	4,484	4,484	4,484
Total Income	16,800	44,144	37,336	35,486	15,181	12,347	12,347
NET COST OF SERVICES ^(e)	77,535	64,457	63,948	58,306	69,338	67,139	68,013
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(e)	77,232	60,585	65,427	81,363	70,293	66,838	67,712
Resources received free of charge	405	451	451	451	451	451	451
Initial recognition of assets not previously recognised	609	-	-	-	-	-	-
Liabilities assumed by the Treasurer	185	3	3	3	3	3	3
TOTAL INCOME FROM STATE GOVERNMENT	78,431	61,039	65,881	81,817	70,747	67,292	68,166
SURPLUS/(DEFICIENCY) FOR THE PERIOD	896	(3,418)	1,933	23,511	1,409	153	153

- (a) The former Water and Rivers Commission (WRC) was dissolved on 1 February 2008 following the proclamation of the *Water Resources Legislation Amendment Act 2007*. The functions, appropriation and assets of the WRC were transferred to the Department. To enable comparisons between reporting periods, data in the table have been amalgamated for the WRC and the Department.
- (b) Cost of Services data in the 2006-07 Annual Report recast to more accurately reflect expenses associated with Administered Transactions.
- (c) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 527, 645 and 668 respectively.
- (d) Refer Details of Controlled Grants and Subsidies table for further information.
- (e) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

BALANCE SHEET
(Controlled)

	2006-07 Actual ^{(a)(b)}	2007-08 Budget ^(a)	2007-08 Estimated Actual ^(a)	2008-09 Budget Estimate	2009-10 Forward Estimate	2010-11 Forward Estimate	2011-12 Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash and cash equivalents	25,846	18,313	10,172	15,099	15,514	15,526	15,538
Restricted cash	106	106	106	106	106	106	106
Receivables	1,442	2,164	1,442	2,164	2,164	2,164	2,164
Amounts receivable for services	2,880	3,260	3,373	6,284	2,195	3,077	-
Prepayments	6,468	1,372	6,468	6,468	6,468	6,468	6,468
Total current assets	36,742	25,215	21,561	30,121	26,447	27,341	24,276
NON-CURRENT ASSETS							
Amounts receivable for services	5,912	5,951	6,191	4,303	7,746	10,558	16,649
Land and buildings	130,061	112,778	135,129	135,825	136,521	137,217	137,897
Plant and equipment	1,592	4,066	3,161	5,423	6,782	5,589	5,061
Infrastructure	-	-	-	27,033	26,355	25,677	24,999
Restricted cash	251	-	384	521	659	800	941
Other	46,959	45,948	61,429	53,705	57,736	61,950	65,302
Total non-current assets	184,775	168,743	206,294	226,810	235,799	241,791	250,849
TOTAL ASSETS	221,517	193,958	227,855	256,931	262,246	269,132	275,125
CURRENT LIABILITIES							
Payables ^(c)	15	250	15	15	15	15	15
Provision for employee entitlements	7,242	6,639	7,546	8,105	8,660	8,660	8,660
Borrowings	436	-	-	-	-	-	-
Accrued salaries	145	480	145	145	145	145	145
Other	2,469	962	2,469	2,469	2,469	2,469	2,469
Total current liabilities	10,307	8,594	10,175	10,734	11,289	11,289	11,289
NON-CURRENT LIABILITIES							
Provision for employee entitlements	2,550	2,672	2,801	2,797	2,797	3,352	3,907
Other	106	106	106	106	106	106	106
Total non-current liabilities	2,656	2,778	2,907	2,903	2,903	3,458	4,013
TOTAL LIABILITIES	12,963	11,109	13,082	13,637	14,192	14,747	15,302
EQUITY							
Contributed equity	19,991	24,277	24,277	29,287	32,638	38,816	44,101
Accumulated surplus/(deficit)	8,755	1,220	10,688	34,199	35,608	35,761	35,914
Reserves	179,808	157,352	179,808	179,808	179,808	179,808	179,808
Total equity	208,554	182,849	214,773	243,294	248,054	254,385	259,823
TOTAL LIABILITIES AND EQUITY	221,517	193,958	227,855	256,931	262,246	269,132	275,125

- (a) The former Water and Rivers Commission (WRC) was dissolved on 1 February 2008 following the proclamation of the *Water Resources Legislation Amendment Act 2007*. The functions, appropriation and assets of the WRC were transferred to the Department. To enable comparisons between reporting periods, data in the table have been amalgamated for the WRC and the Department.
- (b) Cost of Services data in the 2006-07 Annual Report recast to more accurately reflect expenses associated with Administered Transactions.
- (c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual ^{(a)(b)}	2007-08 Budget ^(a)	2007-08 Estimated Actual ^(a)	2008-09 Budget Estimate	2009-10 Forward Estimate	2010-11 Forward Estimate	2011-12 Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	74,434	57,286	61,775	76,967	64,655	60,949	61,621
Capital contribution	6,203	4,286	4,286	5,010	3,351	6,178	5,285
Holding account drawdowns	1,400	2,880	2,880	3,373	6,284	2,195	3,077
Net cash provided by State Government.....	82,037	64,452	68,941	85,350	74,290	69,322	69,983
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(34,050)	(34,494)	(37,636)	(39,137)	(39,265)	(38,784)	(39,354)
Superannuation	(3,058)	(3,699)	(3,246)	(3,527)	(3,529)	(3,467)	(3,434)
Grants and subsidies	(11,956)	(6,218)	(14,396)	(9,415)	(4,607)	(3,208)	(4,978)
Supplies and services	(25,140)	(58,836)	(39,526)	(35,213)	(28,638)	(25,275)	(23,617)
Accommodation.....	(2,688)	(2,871)	(3,144)	(3,139)	(3,155)	(3,172)	(3,191)
Finance costs	(36)	-	-	-	-	-	-
Capital user charge ^(c)	(12,774)	-	-	-	-	-	-
State taxes	(475)	-	-	-	-	-	-
Goods and services tax	(4,707)	(1,934)	(1,934)	(1,934)	(1,934)	(1,934)	(1,934)
Other.....	(2,424)	(134)	(178)	(181)	(185)	(189)	(193)
Receipts							
Regulatory fees and fines.....	76	5,905	1,300	2,999	2,999	2,999	2,999
Grants and subsidies	9,649	33,527	31,324	27,843	7,528	4,694	4,694
Rent receipts.....	228	150	150	160	170	170	170
Goods and services tax	4,763	1,936	1,936	1,936	1,936	1,936	1,936
Other receipts	7,514	5,430	5,430	5,430	5,434	5,434	5,434
Net cash from operating activities.....	(75,078)	(61,238)	(59,920)	(54,178)	(63,246)	(60,796)	(61,468)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(3,574)	(6730)	(24,345)	(26,108)	(10,491)	(8,373)	(8,362)
Proceeds from sale of non-current assets	-	219	219	-	-	-	-
Net cash from investing activities.....	(3,574)	(6,511)	(24,126)	(26,108)	(10,491)	(8,373)	(8,362)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(200)	(436)	(436)	-	-	-	-
Net cash from financing activities	(200)	(436)	(436)	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	3,185	(3,733)	(15,541)	5,064	553	153	153
Cash assets at the beginning of the reporting period	23,018	22,152	26,203	10,662	15,726	16,279	16,432
Cash assets at the end of the reporting period.....	26,203	18,419	10,662	15,726	16,279	16,432	16,585

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- (b) Cost of Services data in the 2006-07 Annual Report recast to more accurately reflect expenses associated with Administered Transactions.
- (c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	94,335	108,601	101,284	93,792	84,519	79,486	80,360
Less Capital User Charge.....	12,774	-	-	-	-	-	-
Adjusted Total Cost of Services	81,561	108,601	101,284	93,792	84,519	79,486	80,360
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services	77,232	60,585	65,427	81,363	70,293	66,838	67,712
Less Appropriation Capital User Charge	12,955	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	64,277	60,585	65,427	81,363	70,293	66,838	67,712

SCHEDULE OF ADMINISTERED EXPENSES AND INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Grants and subsidies	3,022	2,570	2,515	2,206	1,817	1,356	810
TOTAL ADMINISTERED EXPENSES ^(a)	3,022	2,570	2,515	2,206	1,817	1,356	810
INCOME							
Grants and subsidies	261	-	-	-	-	-	-
Administered appropriations.....	2,681	2,570	2,570	2,151	1,817	1,356	810
TOTAL ADMINISTERED INCOME.....	2,942	2,570	2,570	2,151	1,817	1,356	810

(a) Further information is provided in the table 'Details of the Administered Transactions Expenses'.

SCHEDULE OF ADMINISTERED ASSETS AND LIABILITIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
ADMINISTERED CURRENT ASSETS							
Cash and cash equivalents	-	-	55	-	-	-	-
Total Administered Current Assets	-	-	55	-	-	-	-
TOTAL ADMINISTERED ASSETS.....	-	-	55	-	-	-	-

SCHEDULE OF ADMINISTERED PAYMENTS AND RECEIPTS

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASH OUTFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Grants and subsidies	(3,022)	(2,570)	(2,515)	(2,206)	(1,817)	(1,356)	(810)
TOTAL ADMINISTERED CASH OUTFLOWS	(3,022)	(2,570)	(2,515)	(2,206)	(1,817)	(1,356)	(810)
CASH INFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Grants and subsidies	261	-	-	-	-	-	-
Administered appropriations.....	2,681	2,570	2,570	2,151	1,817	1,356	810
TOTAL ADMINISTERED CASH INFLOWS.....	2,942	2,570	2,570	2,151	1,817	1,356	810
NET CASH INFLOWS/(OUTFLOWS) FROM ADMINISTERED TRANSACTIONS.....	(80)	-	55	(55)	-	-	-

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Collie River Salinity Recovery	-	-	500	1,000	-	-	-
Engineering Evaluation Initiative	458	-	-	-	-	-	-
Gnangara Sustainability Strategy	-	1,923	2,442	2,794	534	-	-
Other grants	1,643	-	-	-	-	-	-
Premier's Water Foundation	428	1,200	2,226	1,175	825	-	-
Regional Flood Mitigation	2,070	-	2,285	380	-	-	-
Rural Water Grants	2,282	2,500	3,434	2,551	2,391	2,351	4,121
State Water Recycling Strategy	-	-	96	508	-	-	-
State Water Strategy Grants	414	595	595	595	595	595	595
Water Efficiency Measures	-	-	2,818	412	262	262	262
TOTAL	7,295	6,218	14,396	9,415	4,607	3,208	4,978

DETAILS OF THE ADMINISTERED TRANSACTIONS EXPENSES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
GRANTS TO CHARITABLE AND OTHER PUBLIC BODIES							
Carnarvon Irrigation Scheme	918	1,700	851	831	798	756	703
Ord River Subsidy Stage 1	2,104	870	1,664	1,375	1,019	600	107
TOTAL	3,022	2,570	2,515	2,206	1,817	1,356	810

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Department:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Commonwealth Grants and Contributions	9,649	33,527	31,324	27,843
GST Receipts on Sales	4,763	1,936	1,936	1,936
Lease of Commercial Land and Buildings	228	150	150	160
Other Receipts	7,514	5,430	5,430	5,430
User Charges	76	106	-	-
Water License Fees	-	5,799	1,300	2,999
TOTAL	22,230	46,948	40,140	38,368

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

WATER CORPORATION

CAPITAL WORKS PROGRAM

The Corporation's capital works program in 2008-09 will exceed \$1 billion for the first time, underlining the importance of water and wastewater infrastructure in the continuing development of Western Australia.

This expenditure includes the first phase of the development of the Southern Seawater Desalination Plant near Binningup in the South West and the development of a new major wastewater treatment plant at Alkimos, north of Perth.

However, the overall program extends to all parts of Western Australia with more than \$400 million to be spent commencing, continuing or completing major projects in all regional areas. A further \$650 million has been allocated to works designed to ensure that rapidly developing areas throughout metropolitan Perth, including the northern and southern corridors, have the water and wastewater infrastructure essential for development.

During the year, \$164.2 million will be spent to ensure that the Southern Seawater Desalination Plant and associated facilities reach a stage where the \$955 million project can be commissioned by late 2011. The second climate independent water plant will be producing water by that time to significantly assist in reducing total extraction from the Gnangara groundwater system, which is under stress because of the drying climate.

In addition, \$176.9 million will be spent on developing the Alkimos Wastewater Treatment Plant. The \$411 million project will play a major role in the ongoing development of Perth's northwest urban corridor. The project will provide a wastewater treatment and disposal plant for the full development of the Alkimos satellite city, which is being designed to cater for a population of more than 100,000 people.

In Perth's north, major works include expenditure of more than \$33 million on an eventual \$109.2 million project to upgrade sludge treatment facilities at the Beenyup Wastewater Treatment Plant, further improving the quality of life for nearby communities.

In the Perth southern corridor, sludge treatment upgrade and odour control works at the Corporation's biggest wastewater treatment plant at Woodman Point (Stage One and Two) will involve expenditure of \$28.9 million in 2008-09. This is a major part of ongoing critical programs at Woodman Point, which treats and disposes of almost all wastewater from suburbs south of the Swan and Canning river systems.

A further \$20.6 million will result in continuing upgrades to the smaller Kwinana Wastewater Treatment Plant while \$43.5 million will be spent on new major water pipeline from Wungong Dam, a project which when completed, will have required more than \$107 million in capital expenditure.

In 2008-09, an additional \$10.7 million will be spent to progress infill sewerage in Perth. This is expected to allow the program to finish by 2013.

In regional Western Australia, \$13.2 million will be spent on building a new storage tank at Bulla Bulling and \$9.5 million on general upgrades to the Goldfields and Agricultural Water Supply Pipeline as the Government continues to ensure water flows efficiently to Kalgoorlie-Boulder, and all towns and communities along the way. To the south, in the Great Southern, the Albany Tree Farm will be expanded to take all of the town's wastewater, involving the expenditure of \$10.2 million.

In the South West, \$30.6 million will be spent as the Bridgetown Regional Water Supply Scheme continues to be developed with the focus of works during the year being to establish a pipeline to Millstream Dam outside Bridgetown from a new groundwater bore near Bridgetown, and other preliminary works to bring water supply security to seven towns in one of the hardest hit drying climate areas in Western Australia.

The Mid West will see \$20.5 million spent on upgrading pipelines and pump stations in the Walkaway area and a major upgrade of the Dongara Wastewater Treatment Plant.

Capital expenditure in the North West will involve \$14.3 million being spent in Broome on the city's new wastewater treatment plant and pumping station upgrades.

An ongoing multi-million dollar program to ensure the Corporation's dam assets meet current safety standards will continue with more than \$42 million being spent on the South West Wellington and Stirling dams. New funding of \$9 million will be spent in 2008-09 on improved occupational health and safety ('Prevention of Falls'), as part of a total program of \$36 million.

The Gngara Mound Rehabilitation project, Australia's first groundwater replenishment trial, will expand during 2008-09 with the expenditure of \$17 million. This \$44 million trial over four years is designed to establish if highly treated wastewater from the Beenyp Wastewater Treatment plant can be pumped into the nearby groundwater system for later use as drinking water.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Boddington Water and Wastewater Schemes	25,200	5,400	5,400	5,400
Corporate Programs				
Wastewater Program				
Albany Wastewater Treatment Plant Tree Farm Expansion	21,928	11,675	11,675	10,253
Alkimos Wastewater Scheme	411,086	74,318	66,382	176,983
Broome Wastewater Treatment Plant No. 2 and Pump Station No. 6	24,255	900	900	14,325
East Rockingham Wastewater Scheme.....	166,629	53,832	46,971	16,640
Hopetoun Ravensthorpe Wastewater Treatment Scheme	16,621	10,621	8,400	6,000
Water Programs				
Bridgetown Regional Water Supply Scheme	34,820	4,201	4,201	30,619
Bulla Bulling - 15ML Storage	13,891	725	725	13,166
Southern Seawater Desalination Plant	955,000	19,910	19,910	164,200
Water Sources	555,930	140,930	55,500	89,200
Wungong Dam - 1400 Trunk Main	107,360	7,222	7,222	43,509
Recurrent Programs				
Wastewater Program - Beenyp Wastewater Treatment Plant Amplification	109,237	24,937	15,200	33,000
Strategic Programs				
Commercial Program - Minor Commercial Projects	23,930	14,930	1,000	1,000
Wastewater Program				
Gngara Mound Rehabilitation Project	44,000	14,000	11,000	17,000
Infill Sewerage	200,835	100,835	30,000	20,000
Wastewater Treatment and Conveyance - Other	231,770	63,479	24,900	168,291
Woodman Point Odour Control (Stage 1 and 2)	72,535	35,525	35,525	28,904
Water Program - Water Other.....	408,571	193,711	99,882	214,860
Support Programs - Capital Overheads - Capital Support Cost.....	192,308	48,308	16,000	16,000
COMPLETED WORKS				
Corporate Programs				
Water Program - Perth Seawater Desalination Project	387,000	387,000	1,000	-
Corporate Support Program				
Information Technology	65,146	65,146	23,000	-
Other Corporate Programs	103,464	103,464	39,200	-
Recurrent Programs				
Irrigation and Drainage Program - 2005-06 Program	10,865	10,865	6,100	-
Wastewater Program				
Country Sewerage Treatment and Conveyance.....	147,879	147,879	80,722	-
Metropolitan Sewerage Treatment and Conveyance	173,528	173,528	50,316	-
Water Program				
Country Water Distribution	206,478	206,478	71,811	-
Metropolitan Water Distribution.....	114,533	114,533	54,200	-
Strategic Programs - Water Program - 1996 Drinking Water Guidelines	61,324	61,324	19,000	-
NEW WORKS				
Corporate Programs				
Water Programs				
Goldfields and Agricultural Water Supply - Pipeline Upgrade				
2008-09 Program	9,482	-	-	9,482
Infill Sewerage - Additional Funding.....	21,947	-	-	10,650
Prevention of Falls	36,000	-	-	9,000
	4,953,552	2,095,676	806,142	1,098,482

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	634,447	754,864	806,142	1,098,482	1,250,533	886,999	790,725
	634,447	754,864	806,142	1,098,482	1,250,533	886,999	790,725
LESS							
Borrowings	332,000	420,000	440,000	750,000	905,000	565,000	365,000
Internal Funds and Balances	302,447	334,864	366,142	348,482	345,533	321,999	425,725
Equity Contribution	-	-	-	-	-	-	-

BUNBURY WATER BOARD

CAPITAL WORKS PROGRAM

Major projects in the Board's \$3.5 million proposed capital works program for 2008-09 are:

- \$1.4 million for replacement or procurement of distribution and reticulation infrastructure;
- \$1.0 million to commence the construction of a new reservoir and pump station;
- \$0.3 million to upgrade existing water treatment plants; and
- \$0.4 million for plant and other purchases.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Works				
Distribution and Reticulation				
2001-02 Program.....	1,162	1,052	25	26
2003-04 Program.....	808	720	20	21
2004-05 Program.....	6,673	5,658	4,336	275
2005-06 Program.....	279	159	130	30
2006-07 Program.....	1,599	1,429	305	55
Reservoirs				
2005-06 Program.....	1,415	1,265	570	150
2007-08 Program.....	1,160	160	160	1,000
Treatment Plants				
2003-04 Program.....	1,208	1,006	100	101
2005-06 Program.....	1,481	1,121	150	90
2006-07 Program.....	436	237	175	99
COMPLETED WORKS				
Land Purchase - 2005-06 Program.....	4,826	4,826	3,669	-
Buildings.....	20	20	20	-
Mains Subdivisions - 2007-08 Program.....	150	150	150	-
Plant and Other Purchases - 2007-08 Program.....	408	408	408	-
Works				
Distribution and Reticulation - 2007-08 Program.....	3,018	3,018	3,018	-
Treatment Plants - 2007-08 Program.....	493	493	493	-
NEW WORKS				
Mains Subdivisions - 2008-09 Program.....	180	-	-	180
Plant and Other Purchases - 2008-09 Program.....	405	-	-	405
Works				
Distribution and Reticulation - 2008-09 Program.....	1,920	-	-	1,060
	27,641	21,722	13,729	3,492

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	3,155	7,131	13,729	3,492	2,329	2,395	2,366
	3,155	7,131	13,729	3,492	2,329	2,395	2,366
LESS							
Internal Funds and Balances	3,155	7,131	13,729	3,492	2,329	2,395	2,366
Equity Contribution	-	-	-	-	-	-	-

BUSSELTON WATER BOARD

CAPITAL WORKS PROGRAM

Included in the Board's \$3.2 million capital works program for 2008-09 are the following:

- \$1.1 million for upgrades to water treatment facilities;
- \$2.0 million for the ongoing replacement of mains and the addition of new services; and
- \$0.2 million for plant and other purchases.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Office Equipment - 2007-08 Program	420	114	114	65
Works				
New Mains and Services - 2006-07 Program	5,101	1,449	350	1,265
Treatment Plants				
2006-07 Program	2,395	278	176	197
2007-08 Program	889	19	19	870
COMPLETED WORKS				
Land - Airport	88	87	45	-
Land - Ambergate	313	312	145	-
Buildings - 2007-08 Program	15	15	15	-
Plant (Mobile) and Other Purchases - 2007-08 Program	912	912	912	-
Works - New Mains and Services - 2007-08 Program	825	825	825	-
NEW WORKS				
Plant (Mobile) and Other Purchases - 2008-09 Program	181	-	-	181
Works - New Mains and Services - 2008-09 Program	642	-	-	642
	11,781	4,011	2,601	3,220

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	1,597	3,590	2,601	3,220	3,563	7,054	2,706
	1,597	3,590	2,601	3,220	3,563	7,054	2,706
LESS							
Internal Funds and Balances	1,597	3,590	2,601	3,220	3,563	7,054	2,706
Equity Contribution	-	-	-	-	-	-	-

SPORT AND RECREATION

PART 6 - MINISTER FOR POLICE AND EMERGENCY SERVICES; COMMUNITY SAFETY; WATER RESOURCES; SPORT AND RECREATION

DIVISION 25

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 60 Net amount appropriated to deliver services ^(a)	26,582	33,440	27,370	36,713	23,159	23,648	23,795
Item 61 Contribution to Community Sporting and Recreation Facilities Fund...	5,200	16,200	9,700	17,251	9,151	9,151	9,151
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990	12,000	11,112	11,112	11,424	11,742	12,070	12,287
- Salaries and Allowances Act 1975 ^(b)	189	194	197	203	209	215	221
Total appropriations provided to deliver services	43,971	60,946	48,379	65,591	44,261	45,084	45,454
CAPITAL							
Item 145 Capital Contribution	6,140	100	2,000	76,897	15,749	9,550	232,800
GRAND TOTAL	50,111	61,046	50,379	142,488	60,010	54,634	278,254

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

Enhance the quality of life of Western Australians through their participation and achievement in sport and recreation.

SIGNIFICANT ISSUES AND TRENDS

- The awareness of the social, physical and health benefits of citizen participation in sport and recreation is continuing to build momentum. Through sport and recreation, social values, norms and policies are upheld and reflected so that a safe and enjoyable environment is provided for those who participate, especially within the more vulnerable sectors of our community.
- Sport and recreation activities and facilities contribute to the wellbeing of a community and as such, the Department supports recreation infrastructure planning being incorporated into broader community infrastructure planning. The allocation of adequate public open space in new and existing urban developments is a crucial factor in supporting active lifestyles.
- Perth continues to grow rapidly to the north and south of the metropolitan area, increasing pressure on governments at local and State level to adequately fund infrastructure development.
- Subtle demographic shifts e.g. increasing proportion of mature age persons and single parent families, and immigration from non-traditional localities, present specific challenges and opportunities for sport and recreation planners. These shifts need to be factored into the delivery models of sport and recreation providers.

- Lack of physical activity in the lifestyles of the majority of Western Australians continues to be a major issue. Approximately 49 per cent of Western Australian adults (aged over 18 years) are obese and/or overweight. Alarming, the number of children who are overweight and obese has increased from just over nine per cent of males and ten per cent of females in 1985 to 23 per cent of males and 30 per cent of females in 2003.
- Research continues to show that moderate level physical activity provides significant physical and mental health benefits to individuals.
- The use of illicit drugs, along with the abuse of alcohol, within sport has been brought to the fore as a significant community issue. Sporting organisations need to adopt appropriate policy and be vigilant in maintaining their integrity and meet community expectations in this area.
- The trend for national sporting organisations to consider moving from a Federated model of governance to a unitary model (that can include no state-based representation and the dissolution of state-based legal identities) has the long-term potential to impact to the detriment of sport in Western Australia.
- The environments in which our volunteer system operates are becoming more complex and sophisticated in terms of community expectations and accountability. There is evidence that the sustainability of a volunteer system that delivers community sport and recreation services cannot be assured over the long-term.
- The issues created by a strongly growing economy and very low levels of unemployment are continuing to influence people's access to and use of discretionary time. The concept of a work-life balance is becoming increasingly important especially as it relates to the use of this discretionary time. It is evident that this is affecting the capacity of community-based delivery of sport and recreation services.
- There is a growing body of evidence of climate change in Western Australia. This will alter the way Western Australians recreate and play sport in future. Although preliminary work has commenced, significant ongoing analysis of the potential impacts of climate change in a sport and recreation context is required.
- There are ongoing community demands for improved sports facilities at all levels. Sport and recreation infrastructure is ageing, resulting in an increasing need for refurbishment or replacement over the coming years. The demand is strongly reflected in the need for regional level facilities in growing outer-urban areas and regional economic boom centres across the State. Local Governments report a deferred maintenance backlog of \$1.8 billion. Additionally, the rapid escalation in construction costs state-wide has implications for new facility provision.
- Although the Government has committed to the development of a major stadium in Subiaco, there is an ongoing expectation and demand for further stadia development in the State. There is a need to ensure that an appropriate stadium hierarchy is maintained and that sporting venues are well managed to ensure continuity of service to a growing population.
- There is a trend towards multi-purpose venues hosting multiple codes/tenants. Issues continue to be identified concerning the management of State level facilities by a single sport, including the capacity of sports to manage such facilities.
- Through the initiatives of the Department and wider government (risk management education and training, resource development and tort law reform), the industry is far more aware of and skilled in dealing with risk. It is important to continue to ensure that the risks associated with community activities do not become a barrier to community involvement.
- The issues that arise from recreational access to and within water catchment areas and the provision of suitable areas for off-road vehicle use are continuing to impact the industry.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Infrastructure and Organisational Development	39,744	53,164	40,641	61,919			
<i>Service 2:</i>							
People Development in Sport and Recreation..	8,448	7,391	7,554	7,647			
<i>Service 3:</i>							
Recreation Camps Management	6,710	4,075	4,281	3,981			
Total Cost of Services ^(a)	54,902	64,630	52,476	73,547	51,965	52,841	49,995
<i>Less Income</i>	<i>6,212</i>	<i>3,484</i>	<i>14,317</i>	<i>3,768</i>	<i>3,872</i>	<i>3,927</i>	<i>4,011</i>
Net Cost of Services ^(a)	48,690	61,146	38,159	69,779	48,093	48,914	45,984
Adjustments ^(b)	(4,719)	(200)	10,220	(4,188)	(3,832)	(3,830)	(530)
Appropriation Provided to Deliver Services ^(a)	43,971	60,946	48,379	65,591	44,261	45,084	45,454
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	6,140	100	2,000	76,897	15,749	9,550	232,800
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	50,111	61,046	50,379	142,488	60,010	54,634	278,254

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	Enhanced quality of life of Western Australians through their participation and achievement in sport and recreation.	1. Infrastructure and Organisational Development 2. People Development in Sport and Recreation 3. Recreation Camps Management

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Enhanced quality of life of Western Australians through their participation and achievement in sport and recreation.					
Available grant funds allocated (Sports Lotteries Account and Community Sporting and Recreation Facilities Fund)	100%	100%	100%	100%	
Stakeholders reflecting social policy in their operations	99%	90%	98%	98%	
Satisfaction rating of the agency's consultation advice to clients	91%	85%	90%	85%	The Department has raised the benchmark level of performance set through the Organisation Sustainability Program.
Satisfaction rating of camps management and service delivery	89%	85%	85%	85%	

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Infrastructure and Organisational Development

Provide industry leadership and support for infrastructure and organisational development, through funding and advice to sport and recreation organisations state-wide, including State and Local Government.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	39,744	53,164	40,641	61,919	Funding for infrastructure projects such as the State Netball Centre has been deferred from 2007-08 to 2008-09. Grant of \$10 million received in 2007-08 to fund the new Logue Brook Trust Account.
<i>Less Income</i>	2,149	23	10,869	869	
Net Cost of Service ^(a)	37,595	52,933	29,772	61,050	
Adjustments ^(b)	(2,300)	(2,838)	6,204	(6,528)	
Appropriation for Delivery of Service ^(a)	35,295	50,095	35,976	54,522	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost to manage grants	\$2,081	\$1,938	\$2,084	\$1,179	An increase in the number of grants provided as a result of the new Logue Brook Trust Account.
Average cost of grants provided	\$22,034	\$26,344	\$23,507	\$36,732	
Average cost of providing consultancy to organisations	\$11,764	\$5,460	\$9,465	\$11,640	Deferral of funding for infrastructure projects from 2007-08 to 2008-09.
Full Time Equivalents (FTEs)	81	81	83	86	

Major Achievements For 2007-08

- The State Sporting Facilities Plan Framework and associated projects were reviewed from the initial framework of 2001. This continues to be used as a basis for the prioritisation of capital infrastructure bids.
- Applications to the Community Sporting and Recreation Facilities Fund (CSRFF) totalled \$27.7 million. Funding of \$10.5 million was allocated to Local Governments and sport and recreation organisations.
- An analysis of the CSRFF over the past six years was undertaken. This, coupled with information gathered for the State Infrastructure Strategy, is being used to ascertain the ability of government to adequately contribute to service projects such as aquatic centres and regional sporting complexes.
- Replacement equipment for the Whiteman Park Shooting Complex has been installed and a revised Master Plan commissioned as the basis for future funding allocations. State Equestrian Centre improvements have been planned and design deliberations will be undertaken in 2008-09. Financial assistance agreements for work on the Mindarie Aquatic Centre and the facilities at Ellenbrook (with the City of Swan) have been progressed with the intention for work to commence in 2008-09. The State Gymnastics Centre has been completed and opened in the 2007-08 financial year. Planning and design work for the State Tennis Centre has been developed and will commence pending the outcome of planning deliberations for the Burswood Peninsula.

- The recommendations of the Major Stadia Taskforce have been considered and the Government has committed to constructing a 60,000 seat, multi-purpose stadium at Kitchener Park in Subiaco at a cost of around \$1.1 billion.
- In January 2008, construction of the State Basketball Centre and the State Athletics Centre at AK Reserve, Mount Claremont commenced. The expected completion dates are March 2009 for athletics, and August 2009 for basketball.
- Funds of \$11.8 million from the Sports Lotteries Account and \$2.6 million from the Sports Wagering Account were allocated to support community sport and recreation organisations and the Western Australian Institute of Sport (WAIS), in developing their organisational capacity and delivery of initiatives aimed at key result areas of the industry's strategic directions document. The Sport and Recreation Community Grants Scheme was used to fund 90 projects delivering physical activity initiatives in the community from these moneys.
- A state-wide club development strategy was developed with developmental support provided through funded Club Development Officers, multi-formatted resources, education and training programs and an evaluation program.
- The Combat Sports Working Group report was completed in August 2007. The report includes recommendations relating to regulation and rules, risk management practices and industry training. The *Professional Combat Sports Act 1987* legislation amendments have been approved by Cabinet and will be drafted and introduced to Parliament during 2008-09.
- The development of the Indigenous Sport and Recreation Plan for the selected communities of the Wunan and Kullarri areas in the Kimberley, and the Western Desert area in the Pilbara and Goldfields, was completed. The plan considers future needs for programs and facilities.
- A range of initiatives to further the Active Ageing Strategy have been developed with the Department for Communities and in partnership with several agencies. This includes a 'Have a Go TV Series', and 'Sportsfun Across the Generations'. The proposals will build on findings from research undertaken in previous years.
- Analysis of the Sport and Recreation Community Grants Scheme in relation to the State Government's Five Year Policy Framework for Substantive Equality has been completed with 18 recommendations from the report being implemented and a further ten planned to be addressed in the future.
- An industry-based framework for the assessment of the potential impacts of climate change on sport and recreation was developed and disseminated to industry stakeholders.
- The priority action in the State Water Plan which focuses on the use and value of water in the areas of public open space was scoped and the initial consultations and data gathering exercises begun.
- The new Physical Activity Taskforce Strategic Plan 2007-2011 was submitted to Cabinet and the first year implementation plan involving 26 agencies was developed. The Walk WA 2020 strategy continues to be implemented with the involvement of over 95 Local Governments. Inclusivity and Local Activity Grants were awarded in partnership with Lotterywest, Healthway and the Western Australian Local Government Association.

Major Initiatives For 2008-09

- A whole-of-government implementation plan was coordinated and its implementation will be monitored for the three year Premier's Physical Activity Taskforce Strategy.
- Preparation of a master plan for recreational access to dams, rivers, reservoirs and water catchments in the South West will be advanced. Further, the establishment and allocation of the \$10 million Recreation Offset Trust Account will be progressed arising out of the Government's decision to convert Logue Brook Dam for irrigation/drinking water usage.
- Build on the strong partnership developed with the Department of Water by working on a variety of projects including:
 - the implementation of Local Government Water Conservation Plans;
 - progressing the priority action in the State Water Plan concerning water value and use in and on public open space; and
 - contributing to the policy reviews reforms required by the new water management legislation.

- Translate sustainable development principles and climate change adaptation frameworks into sport and recreation infrastructure planning, design and management, and the strategic and business planning processes of State Sporting Facilities Associations.
- Present the findings and recommendations from the Indigenous Sport and Recreation Plan to identified stakeholders.
- Finalise the financial agreements with stakeholders for the completion of the Mindarie Aquatic and Recreation Facility development.
- Deliver improvements to Whiteman Park, State Equestrian Centre and State Softball Centre through the State Sporting Facilities Infrastructure Fund.
- Continue to progress the AK Reserve project, with the athletics facilities expected to be completed in March 2009 and the basketball facilities in August 2009.
- Assemble evidence and communicate/advocate the value of sport and active recreation across government, to relevant decision makers and the community.
- Partner key government agencies in strategic planning in developing whole-of-government policy and program responses, and translating general policy/legislation for adaptation/implementation, in the sport and active recreation setting.
- Facilitate development of new/revised planning frameworks with relevant industry or other portfolio partners and promote, implement, monitor and improve existing planning frameworks for which the Department has primary responsibility.
- Influence key urban/statutory planning processes to better support sport and active recreation needs.
- Provide a governance and management improvement program to State, regional and club level sport and active recreation organisations.
- Support the WAIS and identified State Sporting Associations to develop and implement effective strategic/business plans for delivering high performance programs.
- Develop a marketing strategy for the top 30 tourist ready tracks and trails in the State.
- Coordinate the development of a 'State Trail Bike Strategy' to address community concerns about anti-social behaviour and the lack of riding areas for trail bike riders.
- Complete the development of 12 Adventure Activity standards with Outdoors WA (Inc).
- Establish policy and support regimes for Challenge/Extreme sports.

Service 2: People Development in Sport and Recreation

Provide information, advice and education support to personnel involved in sport and recreation service delivery (e.g. coaches, officials, Local Governments, facility and trails managers, administrators and volunteers).

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	8,448	7,391	7,554	7,647	
Less Income	1,797	1,052	1,308	686	
Net Cost of Service ^(a)	6,651	6,339	6,246	6,961	
Adjustments ^(b)	(1,406)	(340)	1,302	(744)	
Appropriation for Delivery of Service ^(a)	5,245	5,999	7,548	6,217	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost of providing the contact type services	\$740	\$436	\$670	\$678	
Full Time Equivalents (FTEs)	35	35	37	40	

Major Achievements For 2007-08

- A wide range of participation initiatives were developed and implemented. These targeted low participation groups including seniors, women, people with disabilities, people from culturally and linguistically diverse backgrounds and young people.
- A range of activities were implemented in several regions for Indigenous people in conjunction with officiating courses.
- The Rio Tinto Volunteer Management Scheme saw a range of sport and recreation development programs and projects implemented in partnership with Rio Tinto. The Scheme concluded in 2007-08 with all objectives being achieved.
- The first year of the Leaders in Sport Program was conducted successfully with 16 people from the sport and recreation industry participating in the leadership workshops and ten people being funded through scholarships for their own self-directed learning.
- The Department, in partnership with Outdoors WA (Inc), has developed a series of Adventure Activity Standards. Draft standards have been published for abseiling, canyoning, challenge ropes course, rock climbing and artificial climbing.
- The review of the State's High Performance Sport Plan - Future Success was completed and a new revised edition has been developed.
- The Department's Gifted Athlete Program delivered ten workshops to nine regions with approximately 120 athletes and 60 parents involved.
- An external review of the Department's role in coach education and training, and an internal review of officiating, have been completed.

- The 2007 Sport and Recreation Industry Awards were conducted in conjunction with the Sport and Recreation Industry Conference.

Major Initiatives For 2008-09

- Identify changing community needs (e.g. ageing, rural drift, inclusive practices, work patterns, demographic shifts, casual involvement, e-clustering) and promote adapted/innovative service solutions.
- Identify low participation groups and partner (strategic and/or operational) priority groups to improve participation levels within these groups.
- Develop specific practitioner improvement initiatives for high performance/talent development personnel (i.e. coaches, officials). Review and improve existing coach and officiator development programs.
- State-wide population surveying will be conducted into the physical activity and nutrition levels of Western Australian children.
- The Premier's Physical Activity Challenge will be delivered across the State and a new physical activity campaign conducted to target people over 45 years of age.
- Facilitate solutions for talent development for young people in regional Western Australia.

Service 3: Recreation Camps Management

The Department is responsible for six recreation camps, of which it operates five. All four metropolitan camps offer outdoor recreation programs which are designed to provide experiential opportunities to the community and increase participation in outdoor activities. Camp Quaranup in Albany is leased to a private operator while the Tone River Wilderness Cottages are currently operating in a caretaker capacity.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	6,710	4,075	4,281	3,981	
Less Income	2,266	2,201	2,140	2,213	
Net Cost of Service ^(a)	4,444	1,874	2,141	1,768	
Adjustments ^(b)	(1,013)	2,978	2,714	3,084	
Appropriation for Delivery of Service ^(a)	3,431	4,852	4,855	4,852	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per bed night	\$67	\$50	\$37	\$39	
Average cost per participation ^(a)	\$26	\$16	\$17	\$17	
Full Time Equivalents (FTEs)	26	26	26	28	

- (a) Program participations were introduced in 2003-04 as an effectiveness indicator. It reflects the number of activities participants undertake across a range of programs (i.e. one person may undertake three programs in one day which is recorded as three participations).

Major Achievements For 2007-08

- The forecast participations for 2007-08 of 87,000 participations in camp-based programs across the Department's camps was achieved.
- The forecast accommodation for 2007-08 of 55,000 bed nights across the Department's camps was achieved.
- Review of the camps chain business was completed with the development of the Camps Business Plan 2008-2012.
- A workforce planning study has been undertaken at Point Walter Campsite.
- The camps capital improvement plan was completed with the re-opening of the Woodman Point and Ern Halliday Recreation Camps in 2007.
- A holiday program calendar for the camps network was implemented resulting in four holiday camps conducted. A holiday calendar for the 2008-09 year will be released to the market in June 2008.
- The camps booking system design development has been reviewed. The project is programmed for completion in September 2008.
- Preliminary scoping of a service delivery review of the camps network products to maximize accessibility options for all clients has been undertaken and consultations have begun with identified focus groups.

Major Initiatives For 2008-09

- Optimise camps performance consistent with the objectives of the redevelopment program and the current Camps Business Plan. The forecast camp program participations for 2008-09 is 95,000 whilst the forecast accommodation occupancy is 62,000 bed nights.
- Support overall camp sector development in Western Australia through industry training, benchmarking/standards development, and the development of site access/ programs and appropriate partnerships with key stakeholders.
- Progress the disposal of the Tone River Wilderness Cottages and redirect the asset proceeds of this disposal to the new bush camp at Turner Road in Kelmscott. Progress the development planning for this new bush camp.

CAPITAL WORKS PROGRAM

The 2008-09 capital works program comprises of four major elements:

New Major Stadium

Expenditure of \$336.3 million is planned to occur over the forward estimates period in developing a new major stadium at Kitchener Park, Subiaco (at a total estimated cost of around \$1.1 billion). The new stadium will replace Subiaco Oval, provide a seating capacity of 60,000 (with the potential for expansion to increase seating to 70,000) and cater for the Australian Football League (AFL), rugby, soccer, cricket and other major events.

In 2008-09, \$63.4 million will be spent on property acquisition and land amalgamation activities, and \$13.5 million on a new planning office. The design and planning stage for the new stadium will commence in 2008 with construction beginning in 2011. The first AFL game will be played in 2014 with two-thirds of the stadium complete and an initial capacity of 40,000 seats. The 60,000 seat capacity stadium is expected to be completed for the 2016 AFL season.

Camps

Camps program equipment and bed replacement programs are on target to meet procurement timeframes.

Facilities

The State Sporting Facilities Plan projects include \$2 million towards the upgrade of the State Softball Centre, \$1 million to upgrade the State Equestrian Centre in Brigadoon and \$1 million for the Whiteman Park Shooting Complex.

Internal Management

The allocation of \$272,000 for computer hardware/software and \$160,000 for regional information access relate to the ongoing replacement of network hardware and software consistent with industry standards and to ensure regional offices continue to have access to a contemporary communications environment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
State Sporting Facilities Plan				
Major Stadium Development.....	1,028,286	650	650	63,350
Major Stadium Development - Planning Office.....	39,250	1,250	1,250	13,500
Netball State Training Centre.....	5,000	500	500	4,500
COMPLETED WORKS				
Bed Replacement - 2007-08 Program	15	15	15	-
Camps Reinvestment Project				
Cost Escalation Impact - Woodman Point.....	1,181	1,181	626	-
Computer Hardware and Software - 2007-08 Program	300	300	300	-
Office Equipment Replacement Program - 2007-08 Program.....	76	76	76	-
Program Equipment - 2007-08 Program	50	50	50	-
Regional Information Access Program - 2007-08 Program.....	120	120	120	-
Sporting Facilities Infrastructure Fund.....	3,000	3,000	3,000	-
NEW WORKS				
Bed Replacement - 2008-09 Program	20	-	-	20
Computer Hardware and Software - 2008-09 Program	272	-	-	272
Office Equipment Replacement Program - 2008-09 Program.....	34	-	-	34
Program Equipment - 2008-09 Program	75	-	-	75
Regional Information Access Program - 2008-09 Program.....	160	-	-	160
Sporting Facilities Infrastructure Fund.....	8,034	-	-	4,000
	1,085,873	7,142	6,587	85,911

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	12,028	9,187	6,587	85,911	19,968	14,273	237,558
	12,028	9,187	6,587	85,911	19,968	14,273	237,558
LESS							
Drawdowns from the Holding Account	347	341	341	354	386	723	758
Funding Included in Service Appropriations ^(a)	2,042	8,646	4,146	8,660	3,833	4,000	4,000
Internal Funds and Balances.....	3,499	100	100	-	-	-	-
Capital Contribution	6,140	100	2,000	76,897	15,749	9,550	232,800

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	9,189	9,781	9,947	10,113	10,270	10,347	10,556
Superannuation	929	834	834	851	869	870	870
Grants and subsidies ^(b)	29,227	46,102	32,302	53,383	31,580	31,936	28,990
Consultancies expense	-	130	130	-	-	-	-
Supplies and services	9,966	5,315	6,365	6,309	6,166	6,426	6,712
Accommodation	1,399	1,230	1,230	1,161	1,282	1,340	1,340
Capital user charge ^(c)	2,094	-	-	-	-	-	-
Depreciation and amortisation	961	1,168	1,168	1,192	1,260	1,300	1,300
Loss on disposal of non-current assets	(1)	-	-	-	-	-	-
Doubtful debts	(2)	-	-	-	-	-	-
Other expenses	3,234	70	500	538	538	622	227
TOTAL COST OF SERVICES.....	56,996	64,630	52,476	73,547	51,965	52,841	49,995
Income							
User charges and fees.....	2,382	2,201	2,364	2,615	2,719	2,774	2,858
Grants and subsidies	1,364	1,208	11,878	1,078	1,078	1,078	1,078
Other revenue	2,466	75	75	75	75	75	75
Total Income.....	6,212	3,484	14,317	3,768	3,872	3,927	4,011
NET COST OF SERVICES ^(c)	50,784	61,146	38,159	69,779	48,093	48,914	45,984
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	46,065	60,946	48,379	65,591	44,261	45,084	45,454
Resources received free of charge	24	-	-	-	-	-	-
Liabilities assumed by the Treasurer	52	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT.....	46,141	60,946	48,379	65,591	44,261	45,084	45,454
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(4,643)	(200)	10,220	(4,188)	(3,832)	(3,830)	(530)

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 142, 146 and 154 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

(c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	79	2,087	10,634	7,052	3,652	352	51
Restricted cash	6,478	4,311	5,908	5,338	4,935	4,434	4,234
Investments	330	-	-	-	-	-	-
Receivables	1,046	1,775	1,046	1,046	1,046	1,046	1,046
Inventories	5	19	5	5	5	5	5
Amounts receivable for services	341	354	354	386	723	758	-
Prepayments	-	192	-	-	-	-	-
Total current assets	8,279	8,738	17,947	13,827	10,361	6,595	5,336
NON-CURRENT ASSETS							
Amounts receivable for services	1,783	2,597	2,597	3,403	3,940	4,482	5,782
Land and buildings	22,144	19,188	22,049	21,328	20,607	19,886	19,309
Plant and equipment	1,184	1,819	1,236	1,209	1,624	1,626	1,637
Intangibles	151	85	136	136	136	136	136
Restricted cash	74	-	74	74	74	74	74
Other	801	843	2,658	79,465	94,646	104,338	337,162
Total non-current assets	26,137	24,532	28,750	105,615	121,027	130,542	364,100
TOTAL ASSETS	34,416	33,270	46,697	119,442	131,388	137,137	369,436
CURRENT LIABILITIES							
Payables ^(a)	2,245	1,277	2,269	2,274	2,274	2,274	2,274
Provision for employee entitlements	1,061	967	1,063	1,065	1,065	1,065	1,065
Accrued salaries	42	51	71	100	129	158	187
Other	265	236	271	271	271	271	271
Total current liabilities	3,613	2,531	3,674	3,710	3,739	3,768	3,797
NON-CURRENT LIABILITIES							
Provision for employee entitlements	841	708	841	841	841	841	841
Total non-current liabilities	841	708	841	841	841	841	841
TOTAL LIABILITIES	4,454	3,239	4,515	4,551	4,580	4,609	4,638
EQUITY							
Contributed equity	22,020	22,120	24,020	100,917	116,666	126,216	359,016
Accumulated surplus/(deficit)	7,301	7,460	17,521	13,333	9,501	5,671	5,141
Reserves	641	451	641	641	641	641	641
Total equity	29,962	30,031	42,182	114,891	126,808	132,528	364,798
TOTAL LIABILITIES AND EQUITY	34,416	33,270	46,697	119,442	131,388	137,137	369,436

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	44,948	59,778	47,211	64,399	43,001	43,784	44,154
Capital contribution	6,140	100	2,000	76,897	15,749	9,550	232,800
Holding account drawdowns	347	341	341	354	386	723	758
Net cash provided by State Government.....	51,435	60,219	49,552	141,650	59,136	54,057	277,712
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(9,829)	(9,750)	(9,916)	(10,082)	(10,210)	(10,318)	(10,527)
Superannuation	(885)	(834)	(834)	(851)	(869)	(908)	(908)
Grants and subsidies	(28,903)	(46,102)	(32,302)	(53,383)	(31,580)	(31,936)	(28,990)
Consultancies payments.....	-	(130)	(130)	-	-	-	-
Supplies and services	(11,456)	(5,291)	(6,261)	(6,304)	(6,197)	(6,469)	(6,755)
Accommodation	(1,275)	(1,230)	(1,230)	(1,161)	(1,282)	(1,340)	(1,340)
Capital user charge ^(a)	(2,094)	-	-	-	-	-	-
Goods and services tax	(4,116)	(2,364)	(2,364)	(2,074)	(2,074)	(2,074)	(2,074)
Other.....	(75)	(70)	(580)	(538)	(538)	(541)	(146)
Receipts							
User charges and fees.....	2,259	2,207	2,370	2,615	2,719	2,774	2,858
Grants and subsidies	1,687	1,208	11,878	1,078	1,078	1,078	1,078
Goods and services tax	4,184	2,364	2,364	2,074	2,074	2,074	2,074
Other receipts	2,942	75	75	75	75	75	75
Net cash from operating activities.....	(47,561)	(59,917)	(36,930)	(68,551)	(46,804)	(47,585)	(44,655)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(8,541)	(1,067)	(2,967)	(77,251)	(16,135)	(10,273)	(233,558)
Proceeds from sale of investments	715	330	330	-	-	-	-
Net cash from investing activities.....	(7,826)	(737)	(2,637)	(77,251)	(16,135)	(10,273)	(233,558)
NET INCREASE/(DECREASE) IN CASH HELD	(3,952)	(435)	9,985	(4,152)	(3,803)	(3,801)	(501)
Cash assets at the beginning of the reporting period	10,583	6,833	6,631	16,616	12,464	8,661	4,860
Cash assets at the end of the reporting period.....	6,631	6,398	16,616	12,464	8,661	4,860	4,359

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	56,996	64,630	52,476	73,547	51,965	52,841	49,995
Less Capital User Charge.....	2,094	-	-	-	-	-	-
Adjusted Total Cost of Services	54,902	64,630	52,476	73,547	51,965	52,841	49,995
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services	46,065	60,946	48,379	65,591	44,261	45,084	45,454
Less Appropriation Capital User Charge	2,094	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	43,971	60,946	48,379	65,591	44,261	45,084	45,454

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Commonwealth Grants	424	335	335	335	335	335	335
Community Sporting and Recreation Facilities Fund.....	6,521	15,619	9,700	17,251	9,151	9,151	9,151
Sports Financial Grants.....	11,802	19,574	11,155	24,373	10,352	10,380	7,217
Sports Lotteries Account	10,480	10,574	11,112	11,424	11,742	12,070	12,287
TOTAL.....	29,227	46,102	32,302	53,383	31,580	31,936	28,990

AGENCY SPECIAL PURPOSE ACCOUNT DETAILS

Community Sporting and Recreation Facilities Special Purpose Account

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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Opening Balance	2,317	2,117	2,102	2,402
Receipts:				
Appropriations	5,200	16,200	12,200	14,751
Other.....	-	-	-	-
	7,517	18,317	14,302	17,153
Payments	5,415	15,619	11,900	14,751
CLOSING BALANCE	2,102	2,698	2,402	2,402

Sports Lotteries Special Purpose Account

The purpose of the Account is to hold moneys received, pursuant to sections 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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Opening Balance	3,403	3,159	4,085	4,085
Receipts:				
Appropriations	12,000	11,112	11,112	11,424
Other	22	-	-	-
	15,425	14,271	15,197	15,509
Payments	11,340	10,574	11,112	11,424
CLOSING BALANCE	4,085	3,697	4,085	4,085

Logue Brook Recreation Offset Trust Account

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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Opening Balance	-	-	-	10,000
Receipts:				
Appropriations	-	-	-	-
Other	-	-	10,000	-
	-	-	10,000	10,000
Payments	-	-	-	3,300
CLOSING BALANCE	-	-	10,000	6,700

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Department:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
GST Input Credits	3,640	1,906	1,839	1,584
GST Receipts On Sales	544	458	525	490
Other	2,942	75	75	75
Proceeds from the Provision of Sport Development Services to Industry Bodies ..	710	402	10,878	278
Proceeds from the Provision of Sport Participation Services to the Commonwealth	977	806	1,000	800
Revenue Received for Provision of Accommodation and Recreation Programs	2,259	2,207	2,370	2,615
TOTAL	11,072	5,854	16,687	5,842

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

WESTERN AUSTRALIAN SPORTS CENTRE TRUST

PART 6 - MINISTER FOR POLICE AND EMERGENCY SERVICES; COMMUNITY SAFETY; WATER RESOURCES; SPORT AND RECREATION

DIVISION 26

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 62 Net amount appropriated to deliver services^(a)	7,139	8,681	8,681	7,845	7,003	8,076	8,215
Total appropriations provided to deliver services	7,139	8,681	8,681	7,845	7,003	8,076	8,215
CAPITAL							
Item 146 Capital Contribution	-	85	85	100	100	260	260
GRAND TOTAL	7,139	8,766	8,766	7,945	7,103	8,336	8,475

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

MISSION

To manage and promote major state owned sporting, recreation and entertainment facilities for the benefit of all Western Australians by delivering excellence in venue presentation, customer service and financial management.

SIGNIFICANT ISSUES AND TRENDS

- The State Government has made a significant commitment to the construction of new sporting, entertainment and event facilities and professional ownership and management of these facilities will be required. The Trust is uniquely positioned to utilise its experience and expertise to maximise the benefits of these facilities for the people of Western Australia through advice and direct involvement.
- The imminent completion of athletics, basketball and rugby facilities adjacent to Challenge Stadium and the completion of the sporting precinct structure plan provides an opportunity for integrated management practices in the precinct.
- The increasingly competitive labour environment in Western Australia will continue to place pressure on the Trust's ability to maintain costs whilst maintaining high quality customer service and facilities.
- The latest adult and childhood obesity forecasts for the Australian population provide an opportunity for the Trust and its facilities to make a beneficial contribution to the people of Western Australia. With competition in the health and fitness market continuing to grow, the Trust will need to remain proactive to continually enhance and differentiate its programs in these areas.
- With an ageing population, an opportunity exists to increase off-peak utilisation of the Trust's facilities through creative development and promotion of programs and services that suit the needs of this demographic.
- High levels of utilisation for school balls, corporate functions and board room meetings provides an opportunity for increased use of the facilities available at Trust venues in off-peak times.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Management of Elite Sport Facilities	8,869	9,992	9,992	10,000			
<i>Service 2:</i>							
Management of Community Sport, Entertainment and Recreation Facilities	13,300	18,402	18,402	16,086			
Total Cost of Services ^(a)	22,169	28,394	28,394	26,086	26,709	27,146	27,754
<i>Less Income</i>	<i>15,545</i>	<i>19,903</i>	<i>19,903</i>	<i>18,241</i>	<i>19,706</i>	<i>19,070</i>	<i>19,539</i>
Net Cost of Services ^(a)	6,624	8,491	8,491	7,845	7,003	8,076	8,215
Adjustments ^(b)	515	190	190	-	-	-	-
Appropriation Provided to Deliver Services ^(a)	7,139	8,681	8,681	7,845	7,003	8,076	8,215
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	-	85	85	100	100	260	260
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	7,139	8,766	8,766	7,945	7,103	8,336	8,475

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.

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 PERFORMANCE INFORMATION**Relationship to Government Goals**

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcomes	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	Provision of facilities for elite sports training and competition.	1. Management of Elite Sport Facilities
	Provision of facilities for community sport, entertainment and recreation.	2. Management of Community Sport, Entertainment and Recreation Facilities

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Provision of facilities for elite sports training and competition.					
Customer satisfaction of participants of elite sports training facilities.....	80%	81%	81%	81%	
Outcome: Provision of facilities for community sport, entertainment and recreation.					
Customer satisfaction at Challenge Stadium....	81%	83%	81%	82%	
Customer satisfaction at Arena Joondalup	87%	83%	84%	84%	
Customer satisfaction at SpeedDome	84%	80%	84%	84%	

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Management of Elite Sport Facilities

Manage and maintain facilities of an international level for elite sports programs.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	8,869	9,992	9,992	10,000	
Less Income	974	900	900	908	
Net Cost of Service ^(a)	7,895	9,092	9,092	9,092	
Adjustments ^(b)	515	190	190	-	
Appropriation for Delivery of Service ^(a)	8,410	9,282	9,282	9,092	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per hour of providing elite training and competition	\$260	\$305	\$305	\$306	
Full Time Equivalents (FTEs)	105	106	106	106	

Major Achievements For 2007-08

- The Trust's venues have been used as elite training and competition facilities for swimming, waterpolo, basketball, cycling, gymnastics, volleyball, netball, athletics, hockey, soccer, basketball, softball, rowing and canoeing. Regular trainers at the Trust facilities have qualified for the Beijing Olympics in a variety of disciplines.

- In 2007-08, the Trust:
 - hosted 16 Wildcats National Basketball League home fixtures at Challenge Stadium;
 - hosted eight Perth Orioles Commonwealth Bank Trophy National Netball fixtures at Challenge Stadium;
 - hosted the XII FINA World Masters Swimming Championships at Challenge Stadium with an estimated 5,000 participants from 80 countries;
 - hosted the Oceania Judo World Cup at Arena Joondalup; and
 - hosted eight Joondalup Falcons Football Club home games at Arena Joondalup.

Major Initiatives For 2008-09

- The Trust will continue to provide high quality venues to be used as elite training and competition facilities for swimming, waterpolo, basketball, cycling, gymnastics, volleyball, netball, athletics, hockey, soccer, basketball, softball, rowing and canoeing.
- In 2008-09, the Trust plans to:
 - host the Wildcats National Basketball League home fixtures at Challenge Stadium;
 - host the Trans Tasman Netball Championships fixtures at Challenge Stadium;
 - host the National Karate Championships 2008 at Arena Joondalup; and
 - host the Joondalup Falcons Football Club home games at Arena Joondalup.
- Complete the development of a comprehensive Strategic Plan to provide a clear strategic focus for the Trust and its involvement in elite Sport.

Service 2: Management of Community Sport, Entertainment and Recreation Facilities

Manage and market facilities which encourage community sport, entertainment and recreation to maximise utilisation, revenue and reduce net operating cost.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	13,300	18,402	18,402	16,086	
Less Income	14,571	19,003	19,003	17,333	
Net Cost of Service ^(a)	(1,271)	(601)	(601)	(1,247)	
Adjustments ^(b)	-	-	-	-	
Appropriation for Delivery of Service ^(a)	(1,271)	(601)	(601)	(1,247)	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per patron visit to Challenge Stadium	\$9.33	\$10.30	\$10.30	\$10.40	
Average cost per patron visit to Arena Joondalup	\$8.35	\$10.40	\$10.40	\$10.50	
Full Time Equivalents (FTEs)	106	106	106	106	

Major Achievements For 2007-08

- In 2008 the Trust was assigned the ownership of the Perth Arena. This world-class facility is currently under construction in the centre of Perth.
- At its current premier venue Challenge Stadium, the Trust:
 - hosted 342 events including concerts, banquets, sporting activities, conferences, exhibitions, school swimming, waterpolo and diving, as well as meeting some of the needs of the community for a quality indoor sports and entertainment venue prior to the opening of the Perth Arena;
 - hosted a boxing World Title fight at Challenge Stadium;
 - surpassed one million patron visits for the second consecutive year and the third time in history; and
 - successfully completed a \$2.6 million refurbishment program for the Challenge Stadium Aquatic Centre, maintaining the venue's capacity to host high level sporting events and introducing a capacity for short course competitions in the future.
- Stage One of the Arena Community Sport and Recreation project was completed at Arena Joondalup. This included the development of nine flood lit hardstand netball courts along with sports lighting for the Rugby League and Rugby Union field.
- Completed a \$1.3 million resurfacing of the Perth Motorplex drag strip which is now of world class standard.

Major Initiatives For 2008-09

- Continue to increase our reputation for excellence in venue management by staging concerts and regular community entertainment events at Challenge Stadium and Arena Joondalup as an important indoor sports and entertainment venue in the lead up to the opening of the Perth Arena.
- Complete the development of a comprehensive Strategic Plan to provide a clear strategic focus for the Trust and its involvement in community sport, entertainment, recreation and commercial activities.
- Implement the agreed management model to commence the marketing and operational planning for the Perth Arena prior to its opening in 2010.
- Conduct an activity-based costing exercise for the Trust's operations to increase understanding of the community, elite and commercial costs and contributions of events and activities at the Trust's venues.

CAPITAL WORKS PROGRAM

The Capital Works Program for 2008-09 comprises \$1.7 million for capital upgrades, restorative maintenance and replacement at the Trust's venues.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
2007-08 Capital Upgrades and Maintenance				
Arena Joondalup	580	580	580	-
Challenge Stadium	1,010	1,010	1,010	-
Midvale SpeedDome	75	75	75	-
Refurbishment of Aquatic Centre at Challenge Stadium	2,600	2,600	2,600	-
NEW WORKS				
2008-09 Capital Upgrades and Maintenance				
Arena Joondalup	567	-	-	567
Challenge Stadium	1,070	-	-	1,070
Midvale SpeedDome	90	-	-	90
	5,992	4,265	4,265	1,727

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	1,750	4,265	4,265	1,727	1,727	1,814	1,905
	1,750	4,265	4,265	1,727	1,727	1,814	1,905
LESS							
Drawdowns from the Holding Account	1,025	3,790	3,790	1,627	1,627	1,554	1,645
Funding Included in Service Appropriations ^(a)	325	390	390	-	-	-	-
Internal Funds and Balances	400	-	-	-	-	-	-
Capital Contribution	-	85	85	100	100	260	260

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	8,948	9,047	9,047	9,404	9,517	9,682	9,936
Superannuation	844	791	791	812	863	872	890
Cost of goods sold	2,054	2,090	2,090	2,140	2,240	2,300	2,350
Supplies and services	5,524	10,207	10,207	8,355	8,604	8,716	8,955
Accommodation	980	2,145	2,145	1,240	1,280	1,350	1,377
Capital user charge ^(b)	8,259	-	-	-	-	-	-
Depreciation and amortisation	3,117	3,206	3,206	3,206	3,206	3,206	3,206
State taxes	530	540	540	550	600	610	622
Other expenses	172	368	368	379	399	410	418
TOTAL COST OF SERVICES.....	30,428	28,394	28,394	26,086	26,709	27,146	27,754
Income							
User charges and fees	13,209	17,651	17,651	15,951	16,281	16,500	16,900
Grants and subsidies	167	400	400	400	400	400	400
Interest revenue	169	70	70	70	70	70	70
Other revenue	2,000	1,782	1,782	1,820	2,955	2,100	2,169
Total Income.....	15,545	19,903	19,903	18,241	19,706	19,070	19,539
NET COST OF SERVICES ^(b)	14,883	8,491	8,491	7,845	7,003	8,076	8,215
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(b)	15,386	8,681	8,681	7,845	7,003	8,076	8,215
TOTAL INCOME FROM STATE GOVERNMENT.....	15,386	8,681	8,681	7,845	7,003	8,076	8,215
SURPLUS/(DEFICIENCY) FOR THE PERIOD	503	190	190	-	-	-	-
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	503	190	190	-	-	-	-

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 211, 212 and 212 respectively.

(b) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

BALANCE SHEET
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	684	321	684	484	474	474	474
Receivables	909	362	909	909	909	909	909
Inventories.....	393	398	393	393	393	393	393
Amounts receivable for services.....	3,790	1,627	1,627	1,627	1,554	1,645	1,645
Prepayments	1,156	202	256	256	256	256	256
Total current assets	6,932	2,910	3,869	3,669	3,586	3,677	3,677
NON-CURRENT ASSETS							
Amounts receivable for services.....	9,046	10,625	10,625	12,204	13,856	15,417	16,978
Land and buildings.....	125,136	121,268	125,107	122,478	121,803	119,174	116,545
Receivables	-	100	-	-	-	-	-
Plant and equipment.....	4,580	5,123	5,278	6,428	5,624	6,861	8,189
Total non-current assets	138,762	137,116	141,010	141,110	141,283	141,452	141,712
TOTAL ASSETS.....	145,694	140,026	144,879	144,779	144,869	145,129	145,389
CURRENT LIABILITIES							
Payables ^(a)	2,180	1,516	1,280	1,280	1,280	1,280	1,280
Provision for employee entitlements	848	929	848	848	848	848	848
Borrowings	-	232	-	-	-	-	-
Other.....	1,772	1,216	1,782	1,782	1,782	1,782	1,782
Total current liabilities	4,800	3,893	3,910	3,910	3,910	3,910	3,910
NON-CURRENT LIABILITIES							
Provision for employee entitlements	387	265	387	387	387	387	387
Borrowings.....	914	210	714	514	504	504	504
Other.....	413	112	413	413	413	413	413
Total non-current liabilities	1,714	587	1,514	1,314	1,304	1,304	1,304
TOTAL LIABILITIES.....	6,514	4,480	5,424	5,224	5,214	5,214	5,214
EQUITY							
Contributed equity	4,899	4,984	4,984	5,084	5,184	5,444	5,704
Accumulated surplus/(deficit)	80,728	80,689	80,918	80,918	80,918	80,918	80,918
Reserves	53,553	49,873	53,553	53,553	53,553	53,553	53,553
Total equity.....	139,180	135,546	139,455	139,555	139,655	139,915	140,175
TOTAL LIABILITIES AND EQUITY	145,694	140,026	144,879	144,779	144,869	145,129	145,389

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	13,370	5,475	5,475	4,639	3,797	4,870	5,009
Capital contribution	-	85	85	100	100	260	260
Holding account drawdowns	1,025	3,790	3,790	1,627	1,627	1,554	1,645
Net cash provided by State Government.....	14,395	9,350	9,350	6,366	5,524	6,684	6,914
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(8,897)	(9,047)	(9,047)	(9,404)	(9,517)	(9,682)	(9,936)
Superannuation	(844)	(791)	(791)	(812)	(863)	(872)	(890)
Supplies and services	(8,666)	(12,325)	(12,325)	(10,495)	(10,654)	(11,016)	(11,305)
Accommodation.....	(980)	(2,145)	(2,145)	(1,240)	(1,280)	(1,350)	(1,377)
Capital user charge ^(a)	(8,259)	-	-	-	-	-	-
State taxes	(530)	(540)	(540)	(550)	(600)	(610)	(622)
Goods and services tax	(1,392)	(1,380)	(1,380)	(1,410)	(1,410)	(1,430)	(1,460)
Other.....	(172)	(368)	(368)	(379)	(399)	(410)	(418)
Receipts							
User charges and fees.....	13,062	17,651	17,651	15,951	16,281	16,500	16,900
Grants and subsidies	167	400	400	400	400	400	400
Interest received.....	169	70	70	70	70	70	70
Goods and services tax	1,380	1,380	1,380	1,410	1,410	1,430	1,460
Other receipts	1,925	1,820	1,820	1,820	2,955	2,100	2,169
Net cash from operating activities.....	(13,037)	(5,275)	(5,275)	(4,639)	(3,607)	(4,870)	(5,009)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(1,425)	(3,875)	(3,875)	(1,727)	(1,727)	(1,814)	(1,905)
Proceeds from sale of investments	75	-	-	-	-	-	-
Net cash from investing activities.....	(1,350)	(3,875)	(3,875)	(1,727)	(1,727)	(1,814)	(1,905)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(400)	(200)	(200)	(200)	(200)	-	-
Proceeds from borrowings	795	-	-	-	-	-	-
Net cash from financing activities	395	(200)	(200)	(200)	(200)	-	-
NET INCREASE/(DECREASE) IN CASH HELD	403	-	-	(200)	(10)	-	-
Cash assets at the beginning of the reporting period	281	321	684	684	484	474	474
Cash assets at the end of the reporting period.....	684	321	684	484	474	474	474

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	30,428	28,394	28,394	26,086	26,709	27,146	27,754
Less Capital User Charge.....	8,259	-	-	-	-	-	-
Adjusted Total Cost of Services	22,169	28,394	28,394	26,086	26,709	27,146	27,754
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services	15,386	8,681	8,681	7,845	7,003	8,076	8,215
Less Appropriation Capital User Charge	8,247	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	7,139	8,681	8,681	7,845	7,003	8,076	8,215

Part 7

Attorney General; Minister for Health; Electoral Affairs

SUMMARY OF PORTFOLIO APPROPRIATIONS

Page Agency	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
467 Attorney General			
– Delivery of Services.....	245,655	247,281	277,851
– Capital Contribution.....	24,485	25,222	54,156
Total	270,140	272,503	332,007
489 Commissioner for Equal Opportunity			
– Delivery of Services.....	2,961	2,979	3,071
– Capital Contribution.....	71	71	56
Total	3,032	3,050	3,127
500 Corruption and Crime Commission			
– Delivery of Services.....	26,711	26,880	27,403
– Capital Contribution.....	-	-	1,200
Total	26,711	26,880	28,603
512 Parliamentary Inspector of the Corruption and Crime Commission			
– Delivery of Services.....	541	137	249
Total	541	137	249
520 Law Reform Commission of Western Australia			
– Delivery of Services.....	901	901	918
– Capital Contribution.....	6	6	-
Total	907	907	918
529 Office of the Director of Public Prosecutions			
– Delivery of Services.....	24,885	26,005	26,494
– Capital Contribution.....	658	658	-
Total	25,543	26,663	26,494

Part 7

Attorney General; Minister for Health; Electoral Affairs

SUMMARY OF PORTFOLIO APPROPRIATIONS

Page Agency	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
540 Commissioner for Children and Young People			
– Delivery of Services.....	-	1,365	2,614
– Capital Contribution.....	-	-	420
Total	-	1,365	3,034
546 Office of the Information Commissioner			
– Delivery of Services.....	1,149	1,368	1,389
– Capital Contribution.....	2	2	5
Total	1,151	1,370	1,394
554 WA Health			
– Delivery of Services.....	3,431,767	3,597,908	3,873,953
– Capital Contribution.....	168,698	157,730	214,608
Total	3,600,465	3,755,638	4,088,561
610 Western Australian Electoral Commission			
– Delivery of Services.....	7,338	7,739	22,479
– Capital Contribution.....	150	150	136
Total	7,488	7,889	22,615
GRAND TOTAL			
– Delivery of Services.....	3,741,908	3,912,563	4,236,421
– Capital Contribution.....	194,070	183,839	270,581
Total.....	3,935,978	4,096,402	4,507,002

ATTORNEY GENERAL

PART 7 - ATTORNEY GENERAL; MINISTER FOR HEALTH; ELECTORAL AFFAIRS

DIVISION 27

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 63 Net amount appropriated to deliver services ^(a)	170,442	185,211	185,001	212,865	214,781	223,328	221,730
Amount Authorised by Other Statutes							
- State Administrative Tribunal Act 2004	3,130	2,905	4,023	4,440	4,570	4,704	4,845
- Salaries and Allowances Act 1975 ^(b)	19,705	21,005	21,629	23,091	23,749	24,443	25,170
- Children's Court of Western Australia Act 1988	319	316	318	329	340	350	360
- Criminal Injuries Compensation Act 2003	20,142	19,487	19,487	19,487	19,487	19,487	19,487
- District Court of Western Australia Act 1969	8,827	8,882	8,927	9,228	9,504	9,790	10,084
- Judges' Salaries and Pensions Act 1950	7,728	7,490	7,531	8,035	8,374	8,616	8,863
- Solicitor General Act 1969	361	329	335	346	357	367	378
- Suitor's Fund Act 1964	30	30	30	30	30	30	30
Total appropriations provided to deliver services	230,684	245,655	247,281	277,851	281,192	291,115	290,947
CAPITAL							
Item 147 Capital Contribution	8,437	24,485	25,222	54,156	46,694	3,991	3,478
GRAND TOTAL	239,121	270,140	272,503	332,007	327,886	295,106	294,425

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

To provide high quality and accessible justice, legal, registry, guardianship and trustee services that meet the needs of the community and government.

SIGNIFICANT ISSUES AND TRENDS

- The State is experiencing significant population growth and this is occurring at a time of rapid economic and commercial growth underpinned by increased activity in the resources sector. The increased population growth and commercial activity, combined with more effective policing and litigation, will place increased pressures on the Department's delivery of services.
- The delay to list criminal cases for trial in the District Court is a source of frustration for victims of crime and their families as well as the accused and their families. Implementation of appropriately resourced strategies, improvements in processes and the opening of the new District Court building in the Perth Central Business District are forecast to significantly reduce the median time to trial.

- Adoption of contemporary approaches to the delivery of court services is crucial in responding to community demands for better justice outcomes. The Department continues to roll-out more advanced audiovisual technology to equip courtrooms, overcoming the tyranny of distance and enabling victims and witnesses to safely participate in court proceedings without the need to be in court.
- The growth in fines enforcement continues and is driven by law reforms, and tighter law enforcement.
- Significant disadvantage prevails in the State's Indigenous population with the level of engagement with the justice system out of proportion to the general population. Indigenous people are five times more likely to become victims of a violent crime than non-Indigenous people. The Department is continuing to work on a number of projects and strategies targeted at improving justice outcomes for Indigenous people.
- The tight labour market requires the Department to place an increased emphasis on attraction and retention of staff, particularly in regional areas. The Department is undertaking workforce planning strategies to assist in the attraction and retention of a sustainable and balanced workforce.
- Western Australia's population is ageing at twice the national rate with longer life expectancies and an increase in the prevalence of dementia. This is increasing demand for services from the Public Trustee and the Public Advocate.
- In response to the police investigations into sexual offences in Kimberley communities, the Chief Justice established an inter-agency taskforce to coordinate the allocation of sufficient court and legal support services to expeditiously finalise the large number of additional cases. This includes the provision of court counselling services.
- A four year funding agreement for the provision of legal aid will be negotiated with the Commonwealth to replace the existing agreement that expires on 31 December 2008.

MAJOR POLICY DECISIONS

Details of major policy decisions impacting on the Department's Income Statement since publication of the 2007-08 Budget to Parliament on 10 May 2007 are outlined below.

	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Additional Kalgoorlie Magistrate.....	500	500	500	500
Additional Kimberley Magistrate.....	762	741	756	771
Additional South West Magistrate	690	661	675	687
Cross Border Justice Legislation	188	170	228	228
Legal Aid East Kimberley Office.....	720	741	762	762

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Court and Tribunal Services	227,917	227,125	229,001	259,247			
<i>Service 2:</i>							
Advocacy, Guardianship and Administration Services	2,768	2,898	2,984	3,154			
<i>Service 3:</i>							
Trustee Services	13,315	13,108	13,174	13,749			
<i>Service 4:</i>							
Births, Deaths and Marriages	4,567	6,648	6,251	6,222			
<i>Service 5:</i>							
Services to Government	67,748	71,652	65,791	62,657			
<i>Service 6:</i>							
Legal Aid Assistance	21,143	20,716	22,309	24,422			
Total Cost of Services ^(a)	337,458	342,147	339,510	369,451	375,356	387,089	389,070
<i>Less Income</i>	72,256	72,998	83,307	84,988	86,810	88,631	90,780
Net Cost of Services ^(a)	265,202	269,149	256,203	284,463	288,546	298,458	298,290
Adjustments ^(b)	(34,518)	(23,494)	(8,922)	(6,612)	(7,354)	(7,343)	(7,343)
Appropriation Provided to Deliver Services ^(a)	230,684	245,655	247,281	277,851	281,192	291,115	290,947
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	8,437	24,485	25,222	54,156	46,694	3,991	3,478
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS	239,121	270,140	272,503	332,007	327,886	295,106	294,425

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.

RESOURCE AGREEMENT

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

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	The right to justice and safety for all people in Western Australia is preserved and enhanced.	1. Court and Tribunal Services 2. Advocacy, Guardianship and Administration Services 3. Trustee Services 4. Births, Deaths and Marriages 5. Services to Government 6. Legal Aid Assistance

Outcomes and Key Effectiveness Indicators ^{(a) (b) (c) (d) (e) (f)}

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: The right to justice and safety for all people in Western Australia is preserved and enhanced.					
Supreme Court - Criminal - time to trial	n/a	38 weeks	38 weeks	35 weeks	
Supreme Court - Civil - time to trial	n/a	29 weeks	34 weeks	34 weeks	
Supreme Court - Civil - time to finalise non-trial matters	n/a	19 weeks	19 weeks	19 weeks	
Court of Appeal - Criminal - time to finalise	n/a	48 weeks	45 weeks	45 weeks	
Court of Appeal - Civil - time to finalise	n/a	70 weeks	45 weeks	48 weeks	
District Court - Criminal - time to trial	n/a	49 weeks	40 weeks	36 weeks	Forecast improvement resulting from additional resources provided by the Government and process improvements.
District Court - Civil - time to trial	n/a	91 weeks	100 weeks	91 weeks	This indicator tends to fluctuate between years, as it is representative of only a relatively small number of matters.
District Court - Civil - time to finalise non-trial matters	n/a	30 weeks	30 weeks	30 weeks	
State Administrative Tribunal - time to finalise ...	n/a	19 weeks	19 weeks	19 weeks	
Family Court of Western Australia - time to trial	n/a	90 weeks	75 weeks	70 weeks	
Family Court of Western Australia - time to finalise non-trial matters	n/a	27 weeks	33 weeks	33 weeks	
Magistrates Court - Criminal and Civil - time to trial	n/a	19 weeks	20 weeks	19 weeks	
Magistrates Court - Civil - time to finalise non-trial matters	n/a	4 weeks	4 weeks	4 weeks	
Children's Court - Criminal - time to trial	n/a	17 weeks	17 weeks	17 weeks	

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Children's Court - Civil - time to trial	n/a	8 weeks	10 weeks	13 weeks	Forecast growth in lodgements for care and protection matters is expected to increase time to trial in 2008-09.
Coroner's Court - time to trial.....	n/a	128 weeks	128 weeks	128 weeks	
Coroner's Court - time to finalise non-trial matters.....	n/a	26 weeks	26 weeks	26 weeks	
Fines Enforcement Registry - Percentage of fines satisfied within 12 months:					
- fines and costs.....	26%	34%	26%	28%	
- infringements.....	57%	63%	57%	57%	
Extent to which trustee services meet the needs of clients.....	72%	80%	75%	75%	
Number of estates relative to the number of adult deaths in Western Australia.....	14%	14%	14%	14%	
Percentage of estates finalised within 12 months of being reported.....	67%	71%	65%	67%	
Extent to which the Public Trustee maintains a market share in drawing wills naming the Public Trustee as executor	12%	12%	12%	12%	
Extent to which births, deaths and marriages source information is recorded error free	94%	97%	95%	97%	
Proportion of customers provided with advocacy relative to the number of referrals	100%	95%	100%	95%	Increasing demand for services is anticipated to impact on the Department's ability to maintain service levels.
The percentage of customers surveyed satisfied with information and advice by the Office of the Public Advocate.....	97%	90%	96%	90%	Increasing demand for information and advice particularly in regional areas is likely to result in a decrease in the overall level of satisfaction.
Guardian of last resort allocated in one day	92%	95%	95%	95%	
Extent to which government departments are satisfied with legal services	100%	90%	90%	90%	
Extent to which legislation was drafted in a timely manner to effect the Government's legislative program	90%	88%	89%	88%	
Percentage of clients satisfied with service provided – criminal law	87%	n/a	n/a	87%	
Percentage of clients satisfied with service provided – family law	85%	75%	85%	n/a	
Applications approved for a grant of aid as a percentage of all applications received.....	71%	72%	71%	70%	

- (a) More details of effectiveness indicators are provided in the annual report.
- (b) Time to trial is defined as the median time from when a matter enters the court in question to the first trial/hearing date. However, in the case of the Coroner's Court it is defined as the median time from death to the first inquest hearing (for those cases where an inquest is held).
- (c) Time to finalise non-trial matters is defined as the median time from the initiation of the matter through to its date of finalisation. This excludes matters finalised by trial and matters finalised administratively.
- (d) Time to finalise in the Court of Appeal and the State Administrative Tribunal is defined as the time to finalise a matter from its initiation to when a judgment is made (includes all matters).
- (e) Criminal and family law clients surveyed in alternate years except in 2006-07.
- (f) To improve the relevance and create a more jurisdiction-based performance measurement structure, the Performance Indicators for Court and Tribunal Services were revised in 2006. The 2006-07 Actual results were based on the previous Performance Indicators and are not available for the current Performance Indicators.

Service 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 service also involves the delivery of court counselling services and a range of civil and criminal enforcement services.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	227,917	227,125	229,001	259,247	Higher cost due to finance lease charges flowing from the operations of the new District Court building.
<i>Less Income</i>	50,184	52,048	53,440	54,443	
Net Cost of Service ^(a)	177,733	175,077	175,561	204,804	
Adjustments ^(b)	(37,774)	(22,731)	(6,671)	(6,704)	
Appropriation for Delivery of Service ^(a)	139,959	152,346	168,890	198,100	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators ^{(a) (b)}

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Supreme Court - Criminal - cost per case	n/a	\$29,950	\$27,979	\$31,755	Higher cost due to finance lease charges flowing from the operations of the new District Court building.
Supreme Court - Civil - cost per case	n/a	\$7,720	\$8,376	\$7,987	
Court of Appeal - Criminal - cost per case	n/a	\$20,058	\$19,724	\$19,609	Higher cost due to finance lease charges flowing from the operations of the new District Court building.
Court of Appeal - Civil - cost per case	n/a	\$23,118	\$22,817	\$23,245	
District Court - Criminal - cost per case	n/a	\$8,554	\$7,599	\$11,993	Higher cost due to finance lease charges flowing from the operations of the new District Court building.
District Court - Civil - cost per case	n/a	\$4,826	\$4,563	\$7,578	
State Administrative Tribunal - cost per case ..	n/a	\$2,132	\$2,513	\$2,707	Lower number of cases expected in 2008-09.
Family Court - cost per case	n/a	\$1,545	\$1,386	\$1,382	
Magistrates Court - Criminal - cost per case	n/a	\$513	\$460	\$458	Lower cost as Coroner's Court is no longer required to lease accommodation.
Magistrates Court - Civil - cost per case	n/a	\$385	\$342	\$342	
Children's Court - Criminal - cost per case	n/a	\$337	\$274	\$260	Lower cost as Coroner's Court is no longer required to lease accommodation.
Children's Court - Civil - cost per case	n/a	\$521	\$392	\$428	
Fines Enforcement Registry - cost per enforcement	n/a	\$26	\$24	\$27	Lower cost as Coroner's Court is no longer required to lease accommodation.
Coroner's Court - cost per case	n/a	\$4,003	\$4,391	\$3,852	
Full Time Equivalents (FTEs)	1,057	1,091	1,173	1,207	

- (a) '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.
- (b) To improve the relevance and create a more jurisdiction-based performance measurement structure, the Performance Indicators for Court and Tribunal Services were revised in 2006. The 2006-07 Actual results were based on the previous Performance Indicators and are not available for the current Performance Indicators.

Major Achievements For 2007-08

- The construction and transition to the new District Court building on the corner of Hay and Irwin Streets will be completed in June 2008. The new building will house the District Court as well as the State's first permanent high-security court. As part of this initiative, the refurbishment of the existing Central Law Courts building is also underway. The refurbishment will upgrade the interior and exterior of the building, with the works scheduled for completion in 2009.
- A third magistrate for the Goldfields region commenced in January 2008 to assist with the increasing demand for court services in the region. The appointment of this new magistrate has already produced positive results, with the waiting time for a full-day trial in Kalgoorlie reducing from 14 weeks at the end of December 2007 to seven weeks at the end of February 2008.
- Three new Family Domestic Violence courts in Fremantle, Rockingham and Midland commenced operation. These new courts have an Indigenous focus and are aimed at pro-actively addressing the traits of perpetrators to help reduce imprisonment and recidivism. To the end of February 2008, 12 Indigenous people and 63 non-Indigenous people have been referred to perpetrator programs through the courts. The counselling service attached to the new courts also provided assistance to 57 Indigenous people and 436 non-Indigenous people. As the number of Indigenous people having positive experiences through their engagement in the Family Domestic Violence courts increases, it is anticipated that this will build confidence in the service within the community and have the effect of further increasing the number of Indigenous people who choose to engage in these courts.
- The Fines Enforcement Registry (FER) continued to prove a valuable and effective enforcement regime for outstanding fines and infringements in Western Australia. Since 1995, over 3.1 million fines and infringements have been registered at the FER with a total value of over \$700 million to the end of December 2007. Of these, a total of 2.4 million fines and infringements (or 79 per cent) have been successfully completed with a total value of \$500 million. Of the outstanding amount, \$169 million is currently subject to active enforcement, of which \$38 million has been successfully moved onto time-to-pay arrangements.
- Since its commencement in May 2005, the case management team in the FER has achieved a significant reduction in the number of people serving fine related prison sentences. As at the end of February 2008, a total of 1,702 offenders were on payment plans initiated by the case management team, with potential collections of approximately \$9.2 million.
- Security checkpoints at the Supreme Court were enhanced with the installation of X-Ray and other scanning equipment to detect and remove contraband from persons entering the Court. The improved technology is expected to increase the safety of the judiciary, staff and Court visitors.
- The Family Court of Western Australia completed a full evaluation of its new case management model introduced in 2006. The evaluation found that the current model warrants retention and ongoing development. The evaluation also found that the new case management model has had a significant impact upon improving the timeliness of the Family Court for some matters, but that more complex cases are taking longer to complete by focusing on higher quality outcomes.
- Two major initiatives aimed at improving the performance of the District Court were implemented. The most significant of these was the Criminal Listing Project, which will realise an additional 0.6 judge FTE effort without the appointment of additional judicial resources. This will enable the Court to reduce the currently high criminal median time to trial from 2007-08 onwards. The District Court also implemented its Civil Trial Preparation Project, which aims to improve access to civil justice by enabling parties to prepare for trial more cheaply and more effectively. This was achieved by reducing the number of documents that need to be lodged with the Court, and reducing or avoiding the need for rework by parties.
- In September 2007, the Department signed an agreement with Unisys West for a once-off licence for the civil functionality of the Integrated Courts Management System (ICMS) for implementation in Michigan, United States of America. This sale will result in \$1.5 million in revenue for the Government, which is being re-invested in the further development of the ICMS.
- The Acts Amendment (Justice) Bill 2007 successfully completed its Parliamentary passage during the year, together with the finalisation of the evaluation and review of the courts reform package of 2005, *State Administrative Tribunal Act 2004* and *Criminal Injuries Compensation Act 2003*. The Bail Amendment Bill 2007 also successfully completed its passage during the year.

- The Cross-Border Justice Bill 2007 successfully passed through both Houses of Parliament with bi-partisan support. The purpose of this legislation is to give effect to an initiative which gives police and magistrates powers to act across Western Australian, Northern Territorial and South Australian borders in central Australia, so that offenders can be arrested in any community and dealt with by courts without transferring the person back to the jurisdiction in which the offence was committed. This initiative will come into operation when the Northern Territory and South Australia pass complementary legislation.
- A detailed planning and feasibility study to develop a long-term accommodation solution for the Supreme Court was completed and has been submitted to the Government for consideration.

Major Initiatives For 2008-09

- Additional magistrates together with additional administrative resources will be deployed in the South West and Kimberley regions to meet growing demand, address court waiting times and maintain an adequate level of service for court clients. This initiative is anticipated to reduce the current time to trial in the South West from over 30 weeks to under 15 weeks, and from over 25 weeks to under 15 weeks in the Kimberley, by 2012-13.
- The FER case management team will continue to operate as part of a strategy to reduce the number of people imprisoned for fine default.
- An evaluation of the pilot Aboriginal Community Court will commence in November 2008 and be finalised by May 2009. The Community Court adopts a more culturally inclusive approach by involving Indigenous elders and respected community members at the sentencing stage of a court matter. This initiative has been implemented to reduce Indigenous imprisonment and recidivism within the Indigenous community. Other objectives include improving access and equity, and increasing openness and inclusiveness of court services for local Indigenous people.
- A further two Family Domestic Violence courts will be opened, in Perth and Armadale. This builds on the opening of three Family Domestic Violence courts in 2007-08.
- Community and stakeholder consultation will continue during the design development process for the relocation of the Kalgoorlie Courthouse. Engaging with stakeholders, Indigenous and non-Indigenous communities and various interest groups in this way will ensure that the best outcome is achieved for the city of Kalgoorlie.
- Various communities will be involved in the planning phase for the co-location of the Carnarvon Courthouse with the proposed police station and community justice service centre. Ongoing engagement with the community through considered and well executed consultation strategies will ensure that the most appropriate courthouse facility is achieved for Carnarvon.
- Strategies will be implemented, including continuing the Criminal Listing Project, to significantly reduce the time to trial for criminal cases heard in the District Court.

Service 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;
- guardianship and administration community education services; and
- guardianship and administration services provided by the Public Advocate.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	2,768	2,898	2,984	3,154	
<i>Less Income</i>	65	16	31	29	
Net Cost of Service ^(a)	2,703	2,882	2,953	3,125	
Adjustments ^(b)	(17)	(8)	(9)	(10)	
Appropriation for Delivery of Service ^(a)	2,686	2,874	2,944	3,115	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost of providing advocacy and guardianship services	\$2,506	\$2,582	\$2,452	\$2,112	Stronger demand for services expected in 2008-09.
Full Time Equivalents (FTEs)	30	30	31	32	

Major Achievements For 2007-08

- Further consolidated regional guardianship, investigation and community education services through visits to regional centres and increased public awareness of guardianship and administration services for Indigenous people by expanding the number of training courses in regional and remote communities. Two community education visits to the Kimberley region and Kalgoorlie are planned to occur before the end of June 2008.
- Increased training for service providers about elder abuse, particularly in Indigenous communities. One Perth training session for Indigenous service providers was held in April 2008 as well as the two community education visits scheduled for the Kimberley region and Kalgoorlie before the end of June 2008. Discussion of elder abuse was incorporated into the general training presentations for service providers in metropolitan and regional areas. Six metropolitan and regional training sessions have been held so far this year and another nine are planned.
- Developed a communication plan to educate the community, professionals and service providers about Enduring Powers of Guardianship. Implementation of the plan is dependent on passage of the proposed Medical Treatment Bill.
- A new Case Management System to improve performance and accountability is in the process of being implemented. The contract for the new system has been awarded and work commenced in January 2008. The new system is expected to be in full use by July 2008.

Major Initiatives For 2008-09

- Implement strategies to raise community capacity to protect older Indigenous people living in rural and remote areas of Western Australia.
- Implement Enduring Powers of Guardianship to provide for people to legally nominate a trusted relative, friend or other person to make medical treatment and lifestyle decisions on their behalf should they lose capacity. This will bring Western Australia into line with most other states that have similar legislation. Implementation is dependent on passage of the proposed Medical Treatment Bill.

Service 3: Trustee Services

The Public Trustee provides funds management and investment services through the operations of the Common Account, an at-call investment facility that is backed by the State, and 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 and conducts examinations of the accounts of administration orders as ordered by the State Administrative Tribunal.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	13,315	13,108	13,174	13,749	
<i>Less Income</i>	9,907	9,949	10,083	10,199	
Net Cost of Service ^(a)	3,408	3,159	3,091	3,550	
Adjustments ^(b)	(435)	(392)	(400)	(401)	
Appropriation for Delivery of Service ^(a)	2,973	2,767	2,691	3,149	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per deceased estate administered	\$1,764	\$1,763	\$1,660	\$1,810	
Average cost per trust managed	\$1,332	\$1,306	\$1,249	\$1,311	
Average cost per will prepared	\$275	\$260	\$282	\$290	
Full Time Equivalents (FTEs)	154	155	155	154	

Major Achievements For 2007-08

- The Public Trustee and Trustee Companies Legislation Amendment Bill 2006 has been passed by both Houses of Parliament. The Bill, when proclaimed, will allow for the establishment of a business framework that will ensure the future viability of the Public Trustee and a greater range of trustee services to all Western Australians.
- The Public Trustee commenced the process of upgrading the Management Accounting Trust Environment (MATE) system and migration of the system to a new platform and software. The upgrade is required to cost effectively provide current and future Trustee services.

Major Initiatives For 2008-09

- Implement changes resulting from passage of the Public Trustee and Trustee Companies Legislation Amendment Bill 2006, which will allow for a new fee structure and the creation of investment fund alternatives to the existing Public Trustee Common Account.
- Complete the upgrade of the MATE system and enhance the existing software.

Service 4: Births, Deaths and Marriages

An accurate, permanent and confidential record of Western Australian births, deaths, and marriages that is available to government and the community.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	4,567	6,648	6,251	6,222	
Less Income	6,567	6,414	6,459	6,497	
Net Cost of Service ^(a)	(2,000)	234	(208)	(275)	
Adjustments ^(b)	(27)	(13)	(16)	(17)	
Appropriation for Delivery of Service ^(a)	(2,027)	221	(224)	(292)	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost of registration services	\$1.35	\$1.91	\$1.80	\$1.76	
Full Time Equivalents (FTEs)	50	50	50	50	

Major Achievements For 2007-08

- Commenced a five year project for the conversion of post-1841 birth, adoption, death, marriage and change of name paper-based records to an electronic format to guarantee their preservation, enhance their usefulness and improve the delivery of services.
- Extended marriage and death indexes on the Internet to assist family historians trace family members prior to ordering a certificate. Indexes now available are births 1841-1931 (no change), deaths 1841-1961 (previously 1931) and marriages 1841-1921 (previously 1905).
- Increased the number of funeral directors using an online service to lodge death registration information, from three companies (a total of 11 branches) to nine companies (a total of 19 branches).

Major Initiatives For 2008-09

- Continue the five year project to convert historic paper-based records to an electronic format to guarantee their preservation, enhance their usefulness and improve the delivery of services.
- Further expand the number of funeral directors using the Registry's online service to lodge death registration information.

Service 5: Services to Government

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

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	67,748	71,652	65,791	62,657	Variation due to the delayed transfer of corporate services function to the Department of Corrective Services, with part year impact in 2007-08 and full year impact in 2008-09.
<i>Less Income</i>	5,533	4,571	13,294	13,820	
Net Cost of Service ^(a)	62,215	67,081	52,497	48,837	
Adjustments ^(b)	3,735	(350)	(1,826)	520	
Appropriation for Delivery of Service ^(a)	65,950	66,731	50,671	49,357	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Department of Corrective Services.....	\$31,562,272	\$32,860,440	\$21,549,654	\$17,326,687	Variation due to the delayed transfer of corporate services function to the Department of Corrective Services, with part year impact in 2007-08 and full year impact in 2008-09.
Director of Public Prosecutions.....	\$936,130	\$766,072	\$1,514,459	\$1,721,624	
Equal Opportunity Commission	\$117,474	\$65,425	\$116,727	\$105,739	
Freedom of Information Commissioner	\$43,542	\$24,246	\$62,715	\$59,122	
Law Reform Commission.....	\$75,820	\$56,074	\$79,141	\$77,809	The Commissioner for Children and Young People has been created as a separate agency.
Commissioner for Children and Young People	\$80,486	\$1,500,000	\$135,000	-	
Aboriginal Policy and Services	\$3,700,588	\$4,727,399	\$6,644,996	\$7,007,003	
Solicitor General	\$814,509	\$776,607	\$758,119	\$837,362	
Other (ex-gratia payments, etc)	\$1,719,934	-	\$1,000,000	-	
Average cost per legal matter	\$2,678	\$2,530	\$2,950	\$3,100	
Average cost per page of output	\$138	\$166	\$188	\$196	
Full Time Equivalents (FTEs)	462	415	414	443	

Major Achievements For 2007-08

- In October 2007, the revised and upgraded Internet publication of Western Australian legislation and legislative information was launched. The legislative information associated with legislation was enhanced and for the first time included a record of every Act that has been passed by the Western Australian Parliament.
- An evaluation framework has been developed to monitor and measure the implementation of the Aboriginal Justice Agreement.
- The Department administered the fifth round of funding for the Criminal Property Confiscation Grants Program. Over 80 applications for funding were received with 34 applications recommended for funding from the \$2.3 million available for distribution.

- Extensive executive support was provided to the Consultation Committee for a proposed *Western Australian Human Rights Act*. The Consultation Committee undertook a wide-ranging consultation process with the community on the issue of how best to protect and promote human rights in this State. The Attorney General released the Committee's report on 20 December 2007.

Major Initiatives For 2008-09

- Revise and enhance the current processes for producing the online publication of legislation and legislative information as part of the ongoing Parliamentary Counsel's Office Business Improvement project.
- Complete a case study evaluation of selected Aboriginal Justice Agreement local justice plans.
- Continue to administer the Criminal Property Confiscation Grants Program. The Program directs funds back into the community to assist in the development of services and programs that in some way compensate for the damage done by the illegal activities for which the moneys have been confiscated.

Service 6: Legal Aid Assistance

The community and target groups require access to and the provision of quality legal services. This service contributes to the right to justice for all people in Western Australia by responding to 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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^{(a) (b)}	21,143	20,716	22,309	24,422	Increased funding provided in 2008-09 to open an East Kimberley office and implement reforms to the private practitioners' fee scale.
<i>Less Income</i>	-	-	-	-	
Net Cost of Service ^(a)	21,143	20,716	22,309	24,422	
Adjustments ^(c)	-	-	-	-	
Appropriation for Delivery of Service ^(a)	21,143	20,716	22,309	24,422	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The 'Total Cost of Service' represents the outflow of funds from the Department to the Legal Aid Commission as the State's appropriation for State law matters, and excludes Commonwealth funding and own source revenue. Legal Aid's true total cost of service consists of delivering both State and Commonwealth law matters which amounts to approximately \$47 million.
- (c) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
State Law					
Average cost per call.....	\$17	\$16	\$17	\$18	20 per cent increase to private practitioner fee scale in 2008-09.
Average cost per legal representation.....	\$1,892	\$1,908	\$2,006	2,466	
Average cost per legal advice.....	\$113	\$117	\$119	\$125	
Average cost per minor assistance.....	\$187	\$205	\$212	\$223	
Average cost per face to face information.....	\$36	\$33	\$31	\$34	
Average cost per duty lawyer service.....	\$98	\$99	\$99	\$108	
Average cost per application processed.....	\$127	\$149	\$151	\$165	
Commonwealth Law					
Average cost per call.....	\$22	\$22	\$22	\$23	
Average cost per legal representation.....	\$2,861	\$2,791	\$3,630	\$3,412	
Average cost per child support assistance.....	\$1,296	\$1,407	\$1,356	\$1,306	
Average cost per legal advice.....	\$126	\$118	\$190	\$199	
Average cost per minor assistance.....	\$185	\$185	\$211	\$222	
Average cost per face to face information.....	\$29	\$28	\$32	\$34	
Average cost per duty lawyer service.....	\$134	\$122	\$118	\$116	
Average cost per application processed.....	\$493	\$502	\$524	\$527	
Full Time Equivalents (FTEs)	258	256	258	281	

Major Achievements For 2007-08

- Completed and made adjustments to time and cost allowances in the criminal law fee scale to enable the retention of private practitioners in the provision of legal aid.
- Monitored the service impacts of new legislative provisions at the Family Court of Western Australia and secured supplementary funding from the Commonwealth to offset unforeseen cost impacts associated with the implementation of a new child related proceedings model.

Major Initiatives For 2008-09

- Establish a new Legal Aid office in the East Kimberley region.
- Improve access to legal assistance for parents and children involved in protection applications before the Children's Court that are brought by the Department for Child Protection.
- Implement the Country Lawyers Graduate program to assist in the attraction and retention of solicitors in hard to staff regional centres.

CAPITAL WORKS PROGRAM

The Department has developed a ten year Capital Investment Plan that identifies new and replacement assets needed to meet its accommodation and infrastructure needs into the future. The plan has aims to:

- provide modern courthouse facilities;
- enhance information technology capability; and
- maintain existing buildings and infrastructure.

The Central Business District (CBD) Courts Project is the most significant courts development to be undertaken in Western Australia. It involves the development of a state-of-the-art, purpose-built court building on the corner of Hay and Irwin Streets, opposite the existing Central Law Courts in Perth. The new building will house the District Court as well as the State's first permanent high-security court. The new building will incorporate a modern design with the latest technology and audiovisual facilities. It will feature improved security to better protect all court users including the judiciary, members of the public, jurors and witnesses, especially vulnerable witnesses such as children and victims of crime. Construction is underway and transition to the completed building will be completed in June 2008. As part of this initiative, the refurbishment of the existing Central Law Courts building is also underway. The refurbishment will upgrade the interior and exterior of the building, with the works scheduled for completion in 2009.

A new courthouse is planned for Kalgoorlie through the redevelopment of the former Warden's Court building in Hannan Street. The new courthouse will replace the existing facility on Brookman Street. It will restore this important and iconic heritage Warden's Court site in the main thoroughfare to its former glory. The new facility will be a four-courtroom complex, with provision to expand to five courts when required. The redevelopment will provide new facilities for the Victim Support Service and Victim Mediation Unit. Facilities will include a custody centre, with access for legal representative interviews, and a jury assembly area. Its separate areas for witnesses will include a remote witness room, a separate entry for witnesses, protected witness facilities and larger waiting areas.

A new courthouse will be constructed for the Carnarvon Police and Justice Complex on the existing courthouse and police station site. The new courthouse will provide an adequate number of courtrooms and associated facilities to meet present and forecast demand. It will also allow co-location with Community Justice Services, enabling shared use of meeting facilities, and with Western Australia Police for shared use of detention facilities.

Additional capital funding has been provided for CBD office accommodation to enable the completion of the refit and relocation within Westralia Square, International House and May Holman leased accommodation.

The Department has structured its technology strategies to improve integration across the organisation. The strategies also provide for robust corporate and business systems to support day-to-day operations and provide ongoing support and maintenance for existing systems, including planning for their replacement.

The Public Trustee will upgrade the MATE system to facilitate legislative changes to the *Public Trustee Act 1941* and to provide a stable platform for future business system support.

Infrastructure maintenance is directed at the refurbishment and upgrading of existing buildings, replacement of significant commercial mechanical/electrical plant and equipment, and security systems state-wide.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Corporate				
Information Projects				
Business Systems - Corporate Information Management Systems	8,310	5,290	900	700
Business Systems - Financial Management Information System	8,368	6,959	350	350
Business Systems - Human Resources Management Information System	4,932	4,311	540	192
Business Systems - Legislative Drafting and Database System	815	415	125	400
ICT Infrastructure Upgrade	74,505	51,341	6,130	5,600
Physical Infrastructure - CBD Office Accommodation	13,439	3,848	2,094	5,777
Court and Tribunal Services				
Information Projects - Court Audio/Visual Maintenance and Enhancements	12,146	2,841	2,015	1,200
Physical Infrastructure				
CBD Courts Complex - Planning and Management	15,094	13,884	1,192	1,210
CBD Courts Construction and Central Law Courts Refurbishment	60,065	30,437	16,094	24,129
Court and Judicial Security	3,850	1,684	1,349	578
Kalgoorlie Court Upgrade	30,700	3,551	3,514	10,159
Public Trustee - MATE System Upgrade	3,104	1,853	1,853	1,251
Legal Aid - ICT Infrastructure Upgrade	1,005	200	200	200

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Corporate				
Information Projects - Business Systems - Integrated Court Management System	20,284	20,284	1,872	-
Other - Asset Transition CSCS Contract	1,809	1,809	317	-
Physical Infrastructure				
Building Infrastructure and Maintenance - 2007-08	3,659	3,659	3,659	-
Owned/Leased Office Fit-Outs - 2007-08	350	350	350	-
Replacement Office Equipment - 2007-08	350	350	350	-
Court and Tribunal Services - Physical Infrastructure				
Court Upgrades	637	637	614	-
Harvey Police Court	750	750	750	-
Prisoner Review Board	2,460	2,460	1,000	-
NEW WORKS				
Corporate - Physical Infrastructure				
Building Infrastructure and Maintenance - 2008-09	2,482	-	-	2,482
Owned/Leased Office Fit-Outs - 2008-09	200	-	-	200
Replacement Office Equipment - 2008-09	1,300	-	-	1,300
Court and Tribunal Services - Physical Infrastructure				
Carnarvon Police and Justice Complex	25,572	-	-	8,524
Kununurra Courthouse Accommodation for Magistrate and Staff	1,110	-	-	1,110
	297,296	156,913	45,268	65,362

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	25,618	43,011	45,268	65,362	55,722	14,059	13,277
	25,618	43,011	45,268	65,362	55,722	14,059	13,277
LESS							
Drawdowns from the Holding Account	10,663	7,263	3,510	3,624	2,378	2,431	2,460
Funding Included in Service Appropriations ^(a)	9,044	11,263	8,728	6,831	6,649	7,637	7,339
Internal Funds and Balances	(2,526)	-	7,808	751	1	-	-
Capital Contribution	8,437	24,485	25,222	54,156	46,694	3,991	3,478

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	131,465	128,637	129,151	134,383	137,892	142,004	139,057
Superannuation	34,510	19,440	19,763	20,614	21,370	22,211	22,218
Grants and subsidies ^(b)	48,137	42,148	44,741	45,921	46,636	48,881	49,870
Supplies and services	76,540	89,193	85,127	105,886	102,724	109,553	114,142
Accommodation	21,703	27,085	28,503	26,165	31,443	28,137	27,901
Finance costs	1,350	1,441	1,441	1,441	1,441	1,441	1,441
Capital user charge ^(c)	20,168	-	-	-	-	-	-
Depreciation and amortisation	7,781	17,180	13,991	17,375	15,563	15,905	15,484
State taxes	464	526	526	541	556	576	576
Other expenses	15,508	16,497	16,267	17,125	17,731	18,381	18,381
TOTAL COST OF SERVICES.....	357,626	342,147	339,510	369,451	375,356	387,089	389,070
Income							
User charges and fees.....	18,284	17,782	19,368	19,925	20,395	20,877	21,374
Regulatory fees and fines.....	33,160	35,904	35,961	36,788	37,695	38,708	39,724
Gain on disposal of non-current assets	1	-	-	-	-	-	-
Grants and subsidies	12,772	13,074	13,433	13,246	13,740	13,737	14,014
Other revenue	8,039	6,238	14,545	15,029	14,980	15,309	15,668
Total Income.....	72,256	72,998	83,307	84,988	86,810	88,631	90,780
NET COST OF SERVICES ^(c)	285,370	269,149	256,203	284,463	288,546	298,458	298,290
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	248,719	245,655	247,281	277,851	281,192	291,115	290,947
Resources received free of charge	15,551	16,828	695	713	731	749	749
Liabilities assumed by the Treasurer	23,111	6,540	6,544	6,549	6,549	6,549	6,549
TOTAL INCOME FROM STATE GOVERNMENT.....	287,381	269,023	254,520	285,113	288,472	298,413	298,245
SURPLUS/(DEFICIENCY) FOR THE PERIOD	2,011	(126)	(1,683)	650	(74)	(45)	(45)

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 2,011, 2,081 and 2,167 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

(c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	8,604	991	796	796	796	796	796
Restricted cash	830	416	830	830	830	830	830
Receivables	8,084	5,101	8,084	8,084	8,084	8,084	8,084
Amounts receivable for services.....	7,263	5,492	3,624	2,378	2,431	2,460	-
Prepayments	236	219	236	236	236	236	236
Total current assets	25,017	12,219	13,570	12,324	12,377	12,406	9,946
NON-CURRENT ASSETS							
Amounts receivable for services.....	30,503	39,981	46,223	62,820	77,552	92,597	109,681
Land and buildings.....	251,576	404,289	445,666	435,920	469,840	477,205	474,312
Plant and equipment.....	4,971	2,413	5,239	8,500	8,939	8,531	8,434
Intangibles.....	5,787	3,132	5,787	5,787	5,787	5,787	5,787
Other.....	43,713	75,833	68,275	97,814	82,843	53,011	48,210
Total non-current assets	336,550	525,648	571,190	610,841	644,961	637,131	646,424
TOTAL ASSETS.....	361,567	537,867	584,760	623,165	657,338	649,537	656,370
CURRENT LIABILITIES							
Payables ^(a)	9,592	4,329	9,592	9,592	9,592	9,592	9,592
Provision for employee entitlements	27,186	29,173	27,746	28,306	28,866	29,426	29,986
Interest payable	105	107	105	105	105	105	105
Finance leases	234	18,591	18,591	18,896	19,114	19,333	19,333
Accrued salaries	489	1,952	849	1,209	1,569	1,929	2,289
Other.....	491	-	491	491	491	491	491
Total current liabilities	38,097	54,152	57,374	58,599	59,737	60,876	61,796
NON-CURRENT LIABILITIES							
Provision for employee entitlements	10,068	12,775	11,108	12,148	13,188	14,228	15,268
Finance leases	12,364	191,701	191,701	173,035	158,410	144,484	145,924
Other.....	182	-	182	182	182	182	182
Total non-current liabilities	22,614	204,476	202,991	185,365	171,780	158,894	161,374
TOTAL LIABILITIES.....	60,711	258,628	260,365	243,964	231,517	219,770	223,170
EQUITY							
Contributed equity	8,437	32,922	33,659	87,815	134,509	138,500	141,978
Accumulated surplus/(deficit)	59,663	57,226	57,980	58,630	58,556	58,511	58,466
Reserves	232,756	189,091	232,756	232,756	232,756	232,756	232,756
Total equity.....	300,856	279,239	324,395	379,201	425,821	429,767	433,200
TOTAL LIABILITIES AND EQUITY	361,567	537,867	584,760	623,165	657,338	649,537	656,370

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT (Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	234,472	226,875	231,690	258,876	264,029	273,610	273,863
Capital contribution	8,437	24,485	25,222	54,156	46,694	3,991	3,478
Holding account drawdowns	10,663	7,263	3,510	3,624	2,378	2,431	2,460
Net cash provided by State Government.....	253,572	258,623	260,422	316,656	313,101	280,032	279,801
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(133,418)	(125,625)	(127,191)	(132,423)	(135,932)	(140,044)	(137,097)
Superannuation	(11,399)	(12,900)	(13,219)	(14,065)	(14,821)	(15,662)	(15,669)
Grants and subsidies	(48,136)	(43,200)	(44,741)	(45,921)	(46,636)	(48,881)	(49,870)
Supplies and services	(60,989)	(71,191)	(83,258)	(86,841)	(83,383)	(89,455)	(94,044)
Accommodation	(21,703)	(27,085)	(28,503)	(26,165)	(31,443)	(28,687)	(28,451)
Finance costs	(1,352)	(1,441)	(1,441)	(1,441)	(1,441)	(1,441)	(1,441)
Capital user charge ^(a)	(20,168)	-	-	-	-	-	-
State taxes	(464)	(526)	(526)	(541)	(556)	(576)	(576)
Goods and services tax	(12,336)	(22,300)	(22,300)	(22,300)	(22,300)	(22,300)	(22,300)
Other.....	(10,560)	(16,497)	(16,267)	(17,125)	(17,731)	(18,381)	(18,381)
Receipts							
User charges and fees.....	18,284	17,782	19,368	19,925	20,395	20,877	21,374
Regulatory fees and fines.....	33,160	35,904	35,961	36,788	37,695	38,708	39,724
Grants and subsidies	12,772	13,074	13,433	13,246	13,740	13,737	14,014
Goods and services tax	12,553	22,300	22,300	22,300	22,300	22,300	22,300
Other receipts	5,137	6,238	14,545	15,029	14,980	15,309	15,668
Net cash from operating activities.....	(238,619)	(225,467)	(231,839)	(239,534)	(245,133)	(254,496)	(254,749)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(15,803)	(31,748)	(34,983)	(58,531)	(49,072)	(6,422)	(5,938)
Proceeds from sale of non-current assets	1	-	-	-	-	-	-
Net cash from investing activities.....	(15,802)	(31,748)	(34,983)	(58,531)	(49,072)	(6,422)	(5,938)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments for financing activities.....	(211)	(1,408)	(1,408)	(18,591)	(18,896)	(19,114)	(19,114)
Net cash from financing activities	(211)	(1,408)	(1,408)	(18,591)	(18,896)	(19,114)	(19,114)
NET INCREASE/(DECREASE) IN CASH HELD	(1,060)	-	(7,808)	-	-	-	-
Cash assets at the beginning of the reporting period	10,494	1,407	9,434	1,626	1,626	1,626	1,626
Cash assets at the end of the reporting period.....	9,434	1,407	1,626	1,626	1,626	1,626	1,626

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	357,626	342,147	339,510	369,451	375,356	387,089	389,070
Less Capital User Charge.....	20,168	-	-	-	-	-	-
Adjusted Total Cost of Services	337,458	342,147	339,510	369,451	375,356	387,089	389,070
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services	248,719	245,655	247,281	277,851	281,192	291,115	290,947
Less Appropriation Capital User Charge	18,035	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	230,684	245,655	247,281	277,851	281,192	291,115	290,947

SCHEDULE OF ADMINISTERED EXPENSES AND INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Grants and subsidies ^(a)	9,439	13,074	13,074	13,298	13,527	13,762	13,762
Grants paid from the Confiscation Proceeds Account ^(b)	-	600	600	600	600	600	600
Confiscation expenses paid from the Confiscation Proceeds Account ^(b)	711	1,498	1,498	1,535	1,535	1,535	1,535
Receipts paid into Consolidated Account ^(c) ..	26,022	22,710	23,857	24,545	25,291	26,056	26,870
Other expenses ^(d)	68,768	69,456	69,456	71,644	74,016	76,638	76,638
TOTAL ADMINISTERED EXPENSES...	104,940	107,338	108,485	111,622	114,969	118,591	119,405
INCOME							
Grants and subsidies ^(a)	9,439	13,074	13,074	13,298	13,527	13,762	13,762
Confiscation of Assets ^(b)	711	2,098	2,098	2,135	2,135	2,135	2,135
Fines and penalties ^(c)	26,022	22,976	24,653	25,365	26,135	26,926	27,740
Other revenue ^(d)	71,679	69,190	68,660	70,824	73,172	75,768	75,768
TOTAL ADMINISTERED INCOME.....	107,851	107,338	108,485	111,622	114,969	118,591	119,405

(a) Grants and subsidies received from the Commonwealth to fund the Family Law Court operations.

(b) Amounts relating to the Confiscation Proceeds Account were transferred from the Office of the Director of Public Prosecutions from 1 July 2006.

(c) Fines and penalties imposed by the Courts.

(d) Relates to collections and disbursements by the Fines Enforcement Registry on behalf of other government agencies.

SCHEDULE OF ADMINISTERED ASSETS AND LIABILITIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
ADMINISTERED CURRENT ASSETS							
Cash and cash equivalents	5,485	3,832	5,485	5,485	5,485	5,485	5,485
Receivables	62,017	50,018	62,017	62,017	62,017	62,017	62,017
Total Administered Current Assets	67,502	53,850	67,502	67,502	67,502	67,502	67,502
TOTAL ADMINISTERED ASSETS.....	67,502	53,850	67,502	67,502	67,502	67,502	67,502
ADMINISTERED CURRENT LIABILITIES							
Payables	2	242	2	2	2	2	2
Amounts due to the Treasurer.....	1,100	1,000	1,100	1,100	1,100	1,100	1,100
Total Administered Current Liabilities.....	1,102	1,242	1,102	1,102	1,102	1,102	1,102
TOTAL ADMINISTERED LIABILITIES	1,102	1,242	1,102	1,102	1,102	1,102	1,102

SCHEDULE OF ADMINISTERED PAYMENTS AND RECEIPTS

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASH OUTFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Grants and subsidies ^(a)	(9,439)	(13,074)	(13,074)	(13,298)	(13,527)	(13,762)	(13,762)
Grants paid from the Confiscation Proceeds Account ^(b)	-	(600)	(600)	(600)	(600)	(600)	(600)
Confiscation expenses paid from the Confiscation Proceeds Account ^(b)	(711)	(1,498)	(1,498)	(1,535)	(1,535)	(1,535)	(1,535)
Receipts paid into Consolidated Account ^(c)	(26,022)	(22,710)	(23,857)	(24,545)	(25,291)	(26,056)	(26,870)
Other ^(d)	(53,486)	(69,456)	(69,456)	(71,644)	(74,016)	(76,638)	(76,638)
TOTAL ADMINISTERED CASH OUTFLOWS	(89,658)	(107,338)	(108,485)	(111,622)	(114,969)	(118,591)	(119,405)
CASH INFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Grants and subsidies ^(a)	9,439	13,074	13,074	13,298	13,527	13,762	13,762
Confiscation of Assets ^(b)	711	2,098	2,098	2,135	2,135	2,135	2,135
Regulatory fees and fines ^(c)	25,311	22,976	24,653	25,365	26,135	26,926	27,740
Other receipts ^(d)	60,278	69,190	68,660	70,824	73,172	75,768	75,768
TOTAL ADMINISTERED CASH INFLOWS.....	95,739	107,338	108,485	111,622	114,969	118,591	119,405
NET CASH INFLOWS/(OUTFLOWS) FROM ADMINISTERED TRANSACTIONS.....	6,081	-	-	-	-	-	-

(a) Grants and subsidies received from the Commonwealth to fund the Family Law Court operations.

(b) Amounts relating to the Confiscation Proceeds Account were transferred from the Office of the Director of Public Prosecutions from 1 July 2006.

(c) Fines and penalties imposed by the Courts.

(d) Relates to collections and disbursements by the Fines Enforcement Registry on behalf of other government agencies.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Acts of Grace Payments.....	-	-	1,000	-	-	-	-
Criminal Injuries Compensation Payments	20,979	19,487	19,487	19,487	19,487	19,487	19,487
Defendant Costs Payments	3,035	1,218	1,031	1,085	1,106	1,129	1,129
Grants to Non-Government Organisations	8	-	25	25	25	25	25
Legal Aid Assistance Grant	21,300	20,716	22,109	24,222	24,888	27,053	28,037
Other Grants, Subsidies and Transfer Payments	2,815	727	1,089	1,102	1,130	1,187	1,192
TOTAL.....	48,137	42,148	44,741	45,921	46,636	48,881	49,870

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Department:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Family Court Grant Received from the Commonwealth	12,575	12,760	13,119	13,360
GST Receipts from Australian Taxation Office	11,602	21,000	21,000	21,000
GST Receipts on Sales	951	1,300	1,300	1,300
Indian Ocean Territories Grant Received from the Commonwealth	140	249	220	230
Other Grants Received	57	65	65	67
Proceeds from District Court Fees	2,684	2,800	2,853	2,987
Proceeds from Family Court Fees	2,057	1,888	2,217	2,335
Proceeds from Fines Enforcement Registry Fees	14,376	16,415	15,268	14,928
Proceeds from Magistrates' Court Fees	7,438	7,737	7,501	7,869
Proceeds from Other Boards and Tribunals Fees	72	16	32	34
Proceeds from Other Departmental Revenue	171	162	152	152
Proceeds from Public Trustee Common Fund Management Fees	1,064	1,738	1,738	1,738
Proceeds from Public Trustee Estate Fees	8,808	8,200	8,200	8,446
Proceeds from Recoup of Criminal Injury Awards	1,201	1,217	1,217	1,347
Proceeds from Recoup of Legal Costs	700	700	700	700
Proceeds from Recoup of Other Costs	51	290	10,067	9,926
Proceeds from Recoup of Residential Tenancy Payments	1,200	1,273	2,343	2,438
Proceeds from Recoup of Salary Costs	800	861	861	861
Proceeds from Recoup of Workers Compensation Payments	121	150	150	204
Proceeds from Registry of Births, Deaths and Marriages Fees	6,538	6,380	6,380	6,705
Proceeds from Sheriff's Office Fees	155	157	150	157
Proceeds from State Administrative Tribunal Fees	363	474	485	508
Proceeds from State Solicitor's Fees	2,767	3,050	3,050	3,150
Proceeds from Supreme Court Fees	6,015	6,416	6,539	6,846
TOTAL.....	81,906	95,298	105,607	107,288

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

COMMISSIONER FOR EQUAL OPPORTUNITY

PART 7 - ATTORNEY GENERAL; MINISTER FOR HEALTH; ELECTORAL AFFAIRS

DIVISION 28

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 64 Net amount appropriated to deliver services	2,614	2,762	2,780	2,864	2,917	2,994	3,113
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975 ^(a)	184	199	199	207	214	220	227
Total appropriations provided to deliver services	2,798	2,961	2,979	3,071	3,131	3,214	3,340
CAPITAL							
Item 148 Capital Contribution	23	71	71	56	39	2	-
GRAND TOTAL	2,821	3,032	3,050	3,127	3,170	3,216	3,340

- (a) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

To ensure that people in the Western Australian community are treated on their merits, free from assumptions based on prejudice and unlawful discrimination.

SIGNIFICANT ISSUES AND TRENDS

- Increase in number of complaints received following State Administrative Tribunal decision of James v Peter and Deborah Sayers (the trustee for the Sayers family trust) and Ors [2006] WASAT 332, which clarified jurisdictional issues for the acceptance of complaints at the Commission.
- Demand for training courses from public sector departments has increased due to both repeat training sessions and a number of agreements between the Commission and departments to deliver all of their equal opportunity training.
- Community education activities have increased with officers participating in forums and community-based programs for young people, people from culturally and linguistically diverse backgrounds, Muslim community organisations and Indigenous people in both the metropolitan and regional areas.
- Shortage of housing, particularly rental accommodation resulting in increased reports of discrimination on the area of accommodation. Competition for limited vacancies has resulted in increased claims of exclusion from people of minority racial backgrounds and families with children.
- A diverse range of service areas were selected for commencement of implementation of the Substantive Equality Policy, and the undertaking of needs and impact assessments. Areas were selected that provided a strong public interface and where service delivery to Indigenous and other minority ethnic groups is significant.

- Participating departments will continue to implement the policy framework as departments move to adopt their full responsibility requirements. Already, participating departments have made significant progress in their commitment to implement the framework but are yet to develop corporate strategies, communication strategies, internal organisational strategies and clear lines of responsibility to transition the implementation process.
- In partnership with the Department of Housing and Works (DHW), a new strategic direction was released focusing on policy review and promoting greater sensitivity to the needs of housing services to Indigenous people.
- The majority of participating departments has completed or is nearing the completion of the review of all policies, procedures and service delivery practices in the first negotiated area for implementation. This review is designed to assist departments to identify and understand the impacts of their services on Indigenous and ethnic minority groups.
- The DHW continues to work in partnership with the Commission towards implementation of the recommendations of the Finding a Place Report 2004.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Provision of Information and Advice Regarding Equal Opportunity and Human Rights	1,888	2,007	1,981	2,090			
<i>Service 2:</i>							
Avenue of Redress for Unlawful Discrimination and Unreasonable Treatment	1,404	1,395	1,699	1,442			
Total Cost of Services	3,292	3,402	3,680	3,532	3,619	3,492	3,620
<i>Less Income</i>	<i>437</i>	<i>445</i>	<i>445</i>	<i>460</i>	<i>465</i>	<i>235</i>	<i>280</i>
Net Cost of Services	2,855	2,957	3,235	3,072	3,154	3,257	3,340
Adjustments ^(a)	(57)	4	(256)	(1)	(23)	(43)	-
Appropriation Provided to Deliver Services	2,798	2,961	2,979	3,071	3,131	3,214	3,340
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(b)	23	71	71	56	39	2	-
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS	2,821	3,032	3,050	3,127	3,170	3,216	3,340

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(b) Supporting details are disclosed in the Capital Contribution Statement.

RESOURCE AGREEMENT

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

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION**Relationship to Government Goals**

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	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.	<ol style="list-style-type: none"> 1. Provision of Information and Advice Regarding Equal Opportunity and Human Rights 2. Avenue of Redress for Unlawful Discrimination and Unreasonable Treatment

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
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	78%	79%	79%	79%	
Proportion of complainants and respondents who believe the Act is a good way to resolve acts of discrimination.....	68%	78%	71%	75%	

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Provision of Information and Advice Regarding Equal Opportunity and Human Rights

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

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service.....	1,888	2,007	1,981	2,090	
<i>Less Income.....</i>	409	356	434	449	
Net Cost of Service.....	1,479	1,651	1,547	1,641	
Adjustments ^(a)	4	(82)	32	(14)	
Appropriation for Delivery of Service ^(a)	1,483	1,569	1,579	1,627	

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per presentation/seminar/ workshop.....	\$1,691	\$1,885	\$2,906	\$2,749	Fewer courses were delivered and there were increased corporate overhead costs with office fit-out works undertaken during 2007-08.
Average cost per enquiry	\$130	\$130	\$231	\$204	Less number of enquiries and increased corporate overhead costs with office fit-out works undertaken during 2007-08.
Average cost per policy advice and review	\$956	\$1,208	\$1,239	\$1,270	
Average cost per publication	\$10,026	\$8,453	\$14,109	\$11,034	Less number of publications but increased complexity in development of the 'Pregnant and Working' publication. In addition to this, there were increased corporate overhead costs with office fit-out works undertaken during 2007-08.
Full Time Equivalents (FTEs)	16	16	17	18	

Major Achievements For 2007-08

- Publication of 'Pregnant and Working' - a guide for employers and employees to discrimination on the grounds of pregnancy.
- Partnership with the Department of Consumer and Employment Protection on developing a guide to unfair dismissals.
- Distribution of flyer with information on rights for young people.
- Professor Chilla Bulbeck addressed 230 people at the 2008 International Women's Day Breakfast on recent research concerning the attitudes of young people to family and gender issues.
- Commenced a review of outcomes and performance indicators.
- Commenced an enquiry into race discrimination in the private rental market.

- Reviewed all training materials and development of training manuals and participant handbooks.
- Developed competency-based framework for community education and training courses.
- Developed delivery of a new course on cultural competency.
- Developed delivery of a workshop on Inclusive Recruitment Practices for the Public Sector Management division of the Department of the Premier and Cabinet.
- Reviewed the outcomes and performance indicators for the Standard Delivery Agreement to deliver services to the Indian Ocean Territories to be more reflective of the range of services provided by the Commission.
- Developed and implemented an organisational training procedure that incorporates a feedback mechanism, whereby community education and training officers can provide feedback on issues raised during training through a report to the organisation's management.
- Progress was made in accordance with the framework for substantive equality to complete the Commission's needs and impact assessment in respect of the first negotiated service area across 23 agencies. The assessment process revealed systemic issues common to most participating departments including:
 - client identification in order to evaluate programs for their effectiveness for particular client groups;
 - consultation processes to receive feedback from clients; and
 - the need and availability of interpreting services.
- The Commission completed a project to assess the need for Indigenous interpreting services and proposed options for such a service across Western Australia.
- The Commission contributed to the process to develop an Equal Treatment Benchbook for the Judiciary.
- The Commission held community report back meetings in relation to Indigenous housing in Halls Creek, Broome, Kununurra, Northam, Esperance, Bunbury, Albany, Kalgoorlie, Geraldton, Katanning, Kwinana and South Lakes.
- The Commission conducted public meetings to outline the new provisions about racially offensive behaviour in the Western Australian Criminal Code and proposed amendments to the Equal Opportunity legislation.

Major Initiatives For 2008-09

- Ongoing review and continuous improvement of training materials.
- Development of a marketing plan to target major industries for the provision of equal opportunity training.
- Development of a community engagement plan to ensure that community education is focused and effective.
- Development of a course for community-based contact officers that would be able to provide basic information and referral for people in the community regarding discrimination and harassment. Development of a publication on disability and employment, based on stories of people with disabilities.
- Review of website, in particular the provision of information in alternative formats.
- Further development of information for young people.
- The Commission will assist departments participating in the substantive equality program to:
 - establish effective consultation practices to understand the needs of diverse groups;
 - undertake full assessment of services, policies and practices in relation to service delivery; and
 - address any barriers to service delivery and any gaps in training for service delivery that is sensitive to cultural differences.
- Upgrade of data collection in order to better plan for services that meet the needs of Indigenous clients and clients from culturally and linguistically diverse backgrounds.

- In partnership with the Commission, the DHW information systems will be reviewed to enable the analysis of trends relating to the provision of housing services for Indigenous people.

Service 2: Avenue of Redress for Unlawful Discrimination and Unreasonable Treatment

Investigating and attempting to conciliate complaints that fall within the jurisdiction of the *Equal Opportunity Act 1984* and other legislation administered by the Commissioner and providing assistance to complainants referred to the Equal Opportunity Tribunal, operating under the State Administrative Tribunal (SAT).

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service.....	1,404	1,395	1,699	1,442	
<i>Less Income.....</i>	28	89	11	11	
Net Cost of Service.....	1,376	1,306	1,688	1,431	
Adjustments ^(a)	(61)	86	(288)	13	
Appropriation for Delivery of Service ^(a)	1,315	1,392	1,400	1,444	

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per complaint	\$1,258	\$1,116	\$1,014	\$972	There were increased corporate overhead costs with office fit-out works undertaken during 2007-08.
Average cost per case referred to the SAT	\$3,935	\$2,571	\$3,905	\$3,442	There were increased corporate overhead costs with office fit-out works undertaken during 2007-08.
Full Time Equivalents (FTEs)	13	13	13	13	

Major Achievements For 2007-08

- The time taken to close complaints has continued to decrease, despite the increase in complaints.
- The processes, which have been put in place to facilitate the earlier listing of conferences, to enable parties to come together and attempt to resolve a complaint more quickly, have been further reviewed and refined.
- The percentage of complaints, which have achieved a conciliated outcome, remained static, notwithstanding a higher percentage of unsubstantiated complaints received.
- All conciliation officers have attended intensive mediation training and the majority are now accredited.
- Maintained a high rate of settlement of discrimination complaints in the SAT.

Major Initiatives For 2008-09

- The Commission will develop conciliation techniques appropriate with dealing with complaints of racially offensive behaviour and in particular for complaints lodged on behalf of representative groups.

CAPITAL WORKS PROGRAM

The Commission's capital expenditure is based on a rolling asset replacement plan that supports the delivery of services.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Computer Hardware and Software - 2007-08 Program	163	163	163	-
NEW WORKS				
Computer Hardware and Software - 2008-09 Program	92	-	-	92
	255	163	163	92

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	69	109	163	92	69	36	79
	69	109	163	92	69	36	79
LESS							
Drawdowns from the Holding Account	37	38	38	36	30	34	79
Internal Funds and Balances	9	-	54	-	-	-	-
Capital Contribution	23	71	71	56	39	2	-

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	2,156	2,222	2,308	2,336	2,389	2,312	2,434
Superannuation	179	216	218	227	236	216	216
Supplies and services	505	384	534	432	461	420	355
Accommodation	290	329	329	334	334	334	334
Depreciation and amortisation	33	59	59	56	52	45	79
Loss on disposal of non-current assets	4	-	-	-	-	-	-
Other expenses	125	192	232	147	147	165	202
TOTAL COST OF SERVICES.....	3,292	3,402	3,680	3,532	3,619	3,492	3,620
Income							
User charges and fees.....	384	162	410	425	430	200	245
Grants and subsidies	36	283	35	35	35	35	35
Other revenue	17	-	-	-	-	-	-
Total Income.....	437	445	445	460	465	235	280
NET COST OF SERVICES.....	2,855	2,957	3,235	3,072	3,154	3,257	3,340
INCOME FROM STATE GOVERNMENT							
Service appropriations	2,798	2,961	2,979	3,071	3,131	3,214	3,340
Resources received free of charge	116	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT.....	2,914	2,961	2,979	3,071	3,131	3,214	3,340
SURPLUS/(DEFICIENCY) FOR THE PERIOD	59	4	(256)	(1)	(23)	(43)	-

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 29, 30 and 31 respectively.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	727	450	417	416	393	350	350
Restricted cash	-	6	-	-	-	-	-
Receivables	118	83	118	118	118	118	118
Amounts receivable for services	38	36	36	30	34	79	-
Prepayments	26	12	26	26	26	26	26
Total current assets	909	587	597	590	571	573	494
NON-CURRENT ASSETS							
Amounts receivable for services	-	43	43	96	145	146	260
Plant and equipment	125	254	229	265	282	273	273
Restricted cash	15	-	15	15	15	15	15
Other	25	28	25	25	25	25	25
Total non-current assets	165	325	312	401	467	459	573
TOTAL ASSETS	1,074	912	909	991	1,038	1,032	1,067
CURRENT LIABILITIES							
Payables	115	23	115	115	115	115	115
Provision for employee entitlements	389	323	409	436	467	502	537
Accrued salaries	8	27	8	8	8	8	8
Other	12	-	12	12	12	12	12
Total current liabilities	524	373	544	571	602	637	672
NON-CURRENT LIABILITIES							
Provision for employee entitlements	147	116	147	147	147	147	147
Other	4	-	4	4	4	4	4
Total non-current liabilities	151	116	151	151	151	151	151
TOTAL LIABILITIES	675	489	695	722	753	788	823
EQUITY							
Contributed equity	313	384	384	440	479	481	481
Accumulated surplus/(deficit)	86	39	(170)	(171)	(194)	(237)	(237)
Total equity	399	423	214	269	285	244	244
TOTAL LIABILITIES AND EQUITY	1,074	912	909	991	1,038	1,032	1,067

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	2,760	2,882	2,900	2,988	3,048	3,134	3,226
Capital contribution	23	71	71	56	39	2	-
Holding account drawdowns	37	38	38	36	30	34	79
Net cash provided by State Government.....	2,820	2,991	3,009	3,080	3,117	3,170	3,305
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(2,043)	(2,202)	(2,288)	(2,309)	(2,358)	(2,277)	(2,401)
Superannuation	(179)	(216)	(218)	(227)	(236)	(216)	(216)
Supplies and services	(389)	(384)	(534)	(432)	(461)	(420)	(384)
Accommodation	(290)	(329)	(329)	(334)	(334)	(334)	(334)
Goods and services tax	(102)	(78)	(78)	(78)	(78)	(78)	(78)
Other.....	(79)	(192)	(232)	(147)	(147)	(165)	(181)
Receipts							
User charges and fees.....	256	197	197	204	195	235	290
Grants and subsidies	164	248	248	256	270	0	0
Goods and services tax	114	78	78	78	78	78	78
Net cash from operating activities.....	(2,548)	(2,878)	(3,156)	(2,989)	(3,071)	(3,177)	(3,226)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(41)	(109)	(163)	(92)	(69)	(36)	(79)
Net cash from investing activities.....	(41)	(109)	(163)	(92)	(69)	(36)	(79)
NET INCREASE/(DECREASE) IN CASH HELD	231	4	(310)	(1)	(23)	(43)	-
Cash assets at the beginning of the reporting period	511	452	742	432	431	408	365
Cash assets at the end of the reporting period.....	742	456	432	431	408	365	365

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Commission:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
GST Input Credits.....	75	61	61	61
GST Receipts On Sale	39	17	17	17
Other Grants Received.....	164	248	248	256
Proceeds from the Provision of Community Education Services	220	162	162	169
Proceeds from the Provision of Services to the Indian Ocean Territories	36	35	35	35
TOTAL.....	534	523	523	538

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

CORRUPTION AND CRIME COMMISSION

PART 7 - ATTORNEY GENERAL; MINISTER FOR HEALTH; ELECTORAL AFFAIRS

DIVISION 29

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 65 Net amount appropriated to deliver services ^(a)	25,186	26,556	26,537	27,039	27,140	29,641	31,733
Amount Authorised by Other Statutes - Corruption and Crime Commission Act 2003 ^(b)	153	155	343	364	386	409	435
Total appropriations provided to deliver services	25,339	26,711	26,880	27,403	27,526	30,050	32,168
CAPITAL							
Item 149 Capital Contribution	-	-	-	1,200	1,248	2,985	300
GRAND TOTAL	25,339	26,711	26,880	28,603	28,774	33,035	32,468

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

To improve continuously the integrity of, and to reduce the incidence of misconduct in the public sector, and combat and reduce the incidence of organised crime.

SIGNIFICANT ISSUES AND TRENDS

- In order to assist agencies to better deal with misconduct, the Commission has developed a 'Building Organisational Integrity and Misconduct Resistance Model'. This will assist agencies to better identify, prevent and, where necessary, deal with misconduct effectively.
- The development of a sustainable regional program is a priority for the Commission as it expands the focus of its service delivery in support of its prevention and education function. Regional activities are resource intense, and staffing issues, including recruitment and retention in a competitive employment market, make this a particularly difficult issue for agencies and the Commission.
- The production of reports to Parliament as a consequence of investigations has placed considerable pressure on the Commission. A consequence has been the reallocation of resources to support the production of reports. This has displaced operational capacity to support and undertake this role.
- The roll-out of an audit-based approach to police oversight should enhance the Commission's knowledge of misconduct issues in policing, improved identification of trends and its capacity to better focus on emerging high risk areas.

- Earlier work has promoted closer working relationships with the misconduct management areas of the Departments of Education and Training, Community Development, Corrective Services and Western Australia Police which should lead to further improved misconduct prevention outcomes. The Commission has now focused on the large and complex portfolios of the Department for Planning and Infrastructure (DPI) and WA Health.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Corruption Prevention and Education Programs, Reviews and Consultancy Services to the Public Sector	2,485	3,145	3,095	3,155			
<i>Service 2:</i>							
Oversight and Conduct of Public Sector Misconduct Investigations	21,240	23,586	23,805	24,268			
<i>Service 3:</i>							
Facilitation of Investigations Into Organised Crime	-	-	-	-			
Total Cost of Services ^(a)	23,725	26,731	26,900	27,423	27,546	30,070	32,188
<i>Less Income.....</i>	<i>430</i>	<i>20</i>	<i>20</i>	<i>20</i>	<i>20</i>	<i>20</i>	<i>20</i>
Net Cost of Services ^(a)	23,295	26,711	26,880	27,403	27,526	30,050	32,168
Adjustments ^(b)	2,044	-	-	-	-	-	-
Appropriation Provided to Deliver Services ^(a)	25,339	26,711	26,880	27,403	27,526	30,050	32,168
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	-	-	-	1,200	1,248	2,985	300
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	25,339	26,711	26,880	28,603	28,774	33,035	32,468

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcomes	Services
Developing and maintaining a skilled, diverse and ethical public sector serving the Government with consideration of the public interest.	The public sector is better able to prevent misconduct.	1. Corruption Prevention and Education Programs, Reviews and Consultancy Services to the Public Sector
	The public sector is better able to deal with misconduct.	2. Oversight and Conduct of Public Sector Misconduct Investigations
	Organised crime is combated and its incidence is reduced.	3. Facilitation of Investigations Into Organised Crime

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: The public sector is better able to prevent misconduct.					
The proportion of the public sector assessed by the Commission to be well informed about corruption risks	99%	65%	80%	80%	
The proportion of public sector agencies reviewed by the Commission within which misconduct prevention and management processes are evident	62%	65%	65%	68%	
Outcome: The public sector is better able to deal with misconduct.					
Proportion of investigation reviews where investigations completed meet the appropriate standard	99%	98%	96%	99%	
Ratio of misconduct allegations to FTEs.....	1:60	1:56	1:44	1:42	
Ratio of substantiated misconduct allegations to total misconduct allegations	25%	1:4.5	24%	25%	
Outcome: Organised crime is combated and its incidence is reduced. ^(b)					
The proportion of applications for exceptional powers findings and fortification warning notices sought, approved and monitored	-	-	-	-	
The proportion of organised crime matters where the use of exceptional powers contribute to a resolution.....	-	-	-	-	

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Corruption Prevention and Education Programs, Reviews and Consultancy Services to the Public Sector

This service delivers corruption prevention education programs, inquiries and reviews to help prevent misconduct.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	2,485	3,145	3,095	3,155	
<i>Less Income</i>	45	-	-	-	
Net Cost of Service ^(a)	2,440	3,145	3,095	3,155	
<i>Adjustments ^(b)</i>	215	-	-	-	
Appropriation for Delivery of Service ^(a)	2,655	3,145	3,095	3,155	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per person educated in the metropolitan area	\$122	\$194	\$191	\$292	Increased costs reflect the shift in focus to more complex matters delivered to smaller groups.
Average cost per person educated in the regions	\$584	\$959	\$263	\$1,107	Increased costs reflect the shift in focus to more complex matters delivered to smaller groups.
Average cost per major inquiry or review conducted	\$128,904	\$157,250	\$74,280	\$89,918	Increased costs reflect the increased complexity of inquiries and reviews anticipated in 2008-09.
Average cost per minor inquiry or review conducted	-	-	-	-	
Average cost per major education material produced	\$36,790	\$51,106	\$56,030	\$46,741	Decrease due to cost efficiencies.
Average cost per minor education material produced	\$7,358	\$10,007	\$5,977	\$9,348	Increased costs reflect more complex material being produced.
Full Time Equivalents (FTEs)	16	18	18	18	

Major Achievements For 2007-08

- Trialled the use of promotional displays to raise community and public sector awareness about the Commission at selected conferences including: Western Australian Local Government Association Conference, 4-6 August 2007; RiskCover Conference 22 August 2007; and the Corruption Prevention Network, Sydney, 13 September 2007.
- Developed a framework for Building Organisational Integrity and Misconduct Resistance across the public sector. This framework's purpose is to promote a whole-of-agency, integrated approach to misconduct prevention and management.
- Co-hosted the inaugural Australian Public Sector Anti-Corruption Conference (APSAC) with the Independent Commission Against Corruption (New South Wales) and Crime and Misconduct Commission (Queensland) in Sydney in October 2007. Over 600 delegates from Australia and overseas attended.

- Launched the Commission's Conflict of Interest training package online via the Commission's website in December 2007. This formed part of the basis for the Department of the Premier and Cabinet's Accountability and Ethics training, launched in February 2008.
- Undertook a range of inquiries and reviews including the Commission's second report on police reform, *Four Years On From Kennedy*.
- Commenced misconduct management review processes of areas of WA Health including individual reviews of Princess Margaret Hospital, Royal Perth Hospital, and Broome and Derby Hospitals.
- Commenced a misconduct management agency review of the DPI.
- Provided corruption prevention support to the major inquiry into allegations of misconduct against public officers concerning the investigation and prosecution of Mr Andrew Mallard.
- Continued corruption prevention support to the inquiries into lobbying and alleged public sector misconduct.
- Continued a cooperative partnership in the 'Whistling While They Work' national research project that commenced in 2004-05. This involves researching processes in public sector agencies for managing reports of wrong doing as well as the experience of those who report wrong doing. The first report from the project was delivered at the inaugural APSAC in October 2007.

Major Initiatives For 2008-09

- Contribute corruption prevention analysis and advice to the Commission's continuing investigation on lobbying and alleged public sector misconduct.
- Continue to develop and deliver a sustainable and effective regional outreach program for corruption prevention and education activities.
- Undertake planning with the Commission's partners for the next APSAC, to occur in Brisbane in July 2009.
- Deliver an education program supporting the Building Organisational Integrity and Misconduct Resistance conceptual framework, including the development and release of a series of educational tools and materials.

Service 2: Oversight and Conduct of Public Sector Misconduct Investigations

This service ensures that an allegation, information or matter involving misconduct is dealt with appropriately by assessing allegations, monitoring other agencies' investigations, reviewing other agencies' completed investigations and, or, conducting investigations.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	21,240	23,586	23,805	24,268	
<i>Less Income</i>	385	20	20	20	
Net Cost of Service ^(a)	20,855	23,566	23,785	24,248	
Adjustments ^(b)	1,829	-	-	-	
Appropriation for Delivery of Service ^(a)	22,684	23,566	23,785	24,248	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per matter assessed, monitored and reviewed	\$508	\$783	\$471	\$462	Lower cost due to improved cost efficiencies for matters investigated. Lower average time taken reflects improvements to the case management system.
Average cost per matter investigated	\$83,371	\$56,473	\$86,191	\$80,256	
Weighted average time taken per matter assessed, monitored and reviewed	72 days	20 days	113 days	103 days	Reflects efficiencies from improvements to investigation processes.
Average time taken per completed investigation	44 days	33 days	93 days	83 days	
Full Time Equivalents (FTEs)	132	135	135	135	

Major Achievements For 2007-08

- Completed approximately 2,800 assessments of misconduct allegations, monitored approximately 2,500 appropriate authority misconduct investigations and reviewed approximately 2,700 appropriate authority misconduct investigations.
- Completed a number of serious misconduct inquiries including:
 - a senior WA Health officer for the alleged submission of forged documents and travel claims;
 - inappropriate associations between Western Australia Police officers and Pasquale Minitti;
 - alleged public sector misconduct linked to the Smiths Beach Development at Yallingup;
 - alleged misconduct concerning the previous Director General of WA Health;
 - the Department of Corrective Services (DCS) involving alleged trafficking of drugs into prisons and private contractors; and
 - joint investigation with the Department of Fisheries into the leaking of official departmental information resulting in two criminal convictions, including fines and asset confiscation.
- Continued investigations into matters associated with lobbying and alleged public sector misconduct.
- Seconded an investigations team to assist the Parliamentary Inspector of the Corruption and Crime Commission's investigations of allegations of misconduct affecting Commission officers arising from the alleged unauthorised release of a Commission report prior to its tabling in the Parliament.
- Conducted an investigation resulting in a conviction in a matter involving a false report to the Commission regarding the alleged misconduct of a police officer. This was the first charge of this type laid under the *Corruption and Crime Commission Act 2003*.
- Continued to conduct a number of integrity testing programs in respect of Western Australia Police officers and other public officers.
- Conducted an extended inquiry into allegations of misconduct by public officers in the investigation and prosecution of Mr Andrew Mallard. This included 67 days of public hearings involving 62 witnesses and 16.5 days of private hearings involving 22 witnesses and required the appointment of an Acting Commissioner and Senior Counsel Assisting from interstate.
- Assisted the Department for Child Protection to establish a Standards and Integrity Unit in the wake of a review of its misconduct management mechanisms.
- Developed and introduced a new model for assessing and reviewing complaints against police, based upon risk management and auditing principles.

Major Initiatives For 2008-09

- Further refine and expand the Commission's proactive misconduct identification program using intelligence-led investigations including the establishment of a designated investigation team.
- Further develop the audit-based approach to police oversight in regard to complaints made against Western Australia Police.
- Conclude the major inquiry into lobbying and alleged public sector misconduct.

Service 3: Facilitation of Investigations Into Organised Crime ^(c)

The facilitation of investigations into organised crime by approving and overseeing the use of exceptional powers and fortification warning notices by Western Australia Police.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	-	-	-	-	
Less Income.....	-	-	-	-	
Net Cost of Service ^(a)	-	-	-	-	
Adjustments ^(b)	-	-	-	-	
Appropriation for Delivery of Service ^(a)	-	-	-	-	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) No investigations into organised crime were undertaken in 2006-07 or 2007-08 that involved approving and overseeing the use of exceptional powers and fortification warning notices by Western Australia Police.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per exceptional powers finding application considered, approved and monitored	-	-	-	-	
Average cost per fortification warning notice application considered and approved.....	-	-	-	-	
Average cost per organised crime examination applied for and conducted.....	-	-	-	-	

Major Achievements For 2007-08

- To date, no application has been received from the Commissioner of Police for the authorisation of the use of exceptional powers or fortification warning orders. The Commission understands that this is a result of operational difficulties in the legislation.
- The Commission and Western Australia Police presented a joint submission to the Joint Standing Committee on the Corruption and Crime Commission which made recommendations for amendments to the *Corruption and Crime Commission Act 2003* that would permit both agencies to work cooperatively and independently in investigative crime inquiries.

Major Initiatives For 2008-09

- The Commission awaits the Parliament's consideration of the review of the *Corruption and Crime Commission Act 2003*, tabled on 18 March 2008, and any consequent legislative amendments that may impact this service.

CAPITAL WORKS PROGRAM

The Commission's planned capital works program of \$4.7 million in 2008-09 is mainly to accommodate the replacement of its operational equipment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Case Management System - Investigations	800	439	335	235
Computing Hardware - 2004-05 to 2008-09	1,059	976	328	83
Financial Management Information System	284	240	131	44
Minor Works	630	150	150	480
Network Infrastructure Project - 2004-05 to 2008-09	743	527	75	216
New Operational Support Equipment	6,841	6,281	-	560
Office Equipment Replacement	796	646	213	150
Replacement of Operational Support Equipment	4,858	1,924	1,328	2,934
COMPLETED WORKS				
Office Fit-Out for 186 St Georges Terrace	5,428	5,428	260	-
Payroll System	284	284	219	-
	21,723	16,895	3,039	4,702

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	2,725	2,139	3,039	4,702	2,173	3,647	1,386
	2,725	2,139	3,039	4,702	2,173	3,647	1,386
LESS							
Drawdowns from the Holding Account	876	1,597	1,597	1,365	799	662	1,086
Internal Funds and Balances	1,849	542	1,442	2,137	126	-	-
Capital Contribution	-	-	-	1,200	1,248	2,985	300

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	13,048	15,119	14,440	14,657	14,876	15,100	15,326
Superannuation	1,079	1,243	1,259	1,270	1,289	1,309	1,328
Consultancies expense	1,794	350	1,587	300	350	350	367
Supplies and services	2,153	3,077	2,419	3,897	4,778	6,141	8,773
Accommodation	1,597	2,235	2,125	2,155	2,295	2,430	2,523
Capital user charge ^(b)	2,217	-	-	-	-	-	-
Depreciation and amortisation	3,641	4,452	4,368	4,239	3,048	3,823	2,951
State taxes	-	25	-	-	-	-	-
Other expenses	413	230	702	905	910	917	920
TOTAL COST OF SERVICES.....	25,942	26,731	26,900	27,423	27,546	30,070	32,188
Income							
Gain on disposal of non-current assets	86	-	-	-	-	-	-
Interest revenue	2	-	-	-	-	-	-
Other revenue	342	20	20	20	20	20	20
Total Income.....	430	20	20	20	20	20	20
NET COST OF SERVICES ^(b)	25,512	26,711	26,880	27,403	27,526	30,050	32,168
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(b)	27,506	26,711	26,880	27,403	27,526	30,050	32,168
Resources received free of charge	15	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT.....	27,521	26,711	26,880	27,403	27,526	30,050	32,168
SURPLUS/(DEFICIENCY) FOR THE PERIOD	2,009	-	-	-	-	-	-
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	2,009	-	-	-	-	-	-

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 148, 153 and 153 respectively.

(b) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	5,898	1,946	5,406	4,219	5,043	5,043	6,068
Restricted cash	108	1,360	108	108	108	108	108
Receivables	441	725	441	461	461	461	461
Amounts receivable for services.....	1,597	1,365	1,365	799	662	1,086	2,200
Prepayments	32	88	32	32	32	32	32
Total current assets	8,076	5,484	7,352	5,619	6,306	6,730	8,869
NON-CURRENT ASSETS							
Amounts receivable for services.....	7,560	10,748	10,563	14,003	16,389	19,126	19,877
Land and buildings.....	3,348	3,210	3,435	3,576	3,271	2,997	3,000
Plant and equipment.....	4,579	3,844	3,546	4,003	3,487	3,606	2,046
Intangibles.....	561	1,734	224	89	35	14	6
Total non-current assets.....	16,048	19,536	17,768	21,671	23,182	25,743	24,929
TOTAL ASSETS.....	24,124	25,020	25,120	27,290	29,488	32,473	33,798
CURRENT LIABILITIES							
Payables ^(a)	148	511	148	148	148	148	148
Provision for employee entitlements	1,611	3,036	2,236	2,236	2,236	2,236	2,236
Other.....	337	298	297	297	297	297	297
Total current liabilities.....	2,096	3,845	2,681	2,681	2,681	2,681	2,681
NON-CURRENT LIABILITIES							
Provision for employee entitlements	941	1,062	941	1,566	2,191	1,866	2,566
Other.....	1,460	2,377	1,871	2,216	2,541	2,866	3,191
Total non-current liabilities	2,401	3,439	2,812	3,782	4,732	4,732	5,757
TOTAL LIABILITIES.....	4,497	7,284	5,493	6,463	7,413	7,413	8,438
EQUITY							
Contributed equity	12,503	12,503	12,503	13,703	14,951	17,936	18,236
Accumulated surplus/(deficit)	7,124	5,233	7,124	7,124	7,124	7,124	7,124
Total equity.....	19,627	17,736	19,627	20,827	22,075	25,060	25,360
TOTAL LIABILITIES AND EQUITY.....	24,124	25,020	25,120	27,290	29,488	32,473	33,798

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	23,881	22,259	22,512	23,164	24,478	26,227	29,217
Capital contribution	-	-	-	1,200	1,248	2,985	300
Holding account drawdowns	876	1,597	1,597	1,365	799	662	1,086
Net cash provided by State Government.....	24,757	23,856	24,109	25,729	26,525	29,874	30,603
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(13,226)	(14,412)	(13,815)	(14,032)	(14,251)	(15,425)	(14,626)
Superannuation	(1,079)	(1,231)	(1,259)	(1,270)	(1,289)	(1,309)	(1,328)
Consultancies payments.....	(1,794)	(350)	(1,537)	(300)	(350)	(350)	(417)
Supplies and services	(2,306)	(2,859)	(2,701)	(4,342)	(5,228)	(6,596)	(9,172)
Accommodation.....	(1,927)	(2,160)	(2,125)	(2,155)	(2,295)	(2,430)	(2,523)
Capital user charge ^(a)	(2,217)	-	-	-	-	-	-
State taxes	-	(25)	-	-	-	-	-
Goods and services tax	(1,043)	(305)	(305)	(305)	(305)	(305)	(305)
Other.....	(494)	(230)	(145)	(135)	(135)	(137)	(146)
Receipts							
User charges and fees.....	-	20	20	20	20	20	20
Interest received	2	-	-	-	-	-	-
Goods and services tax	1,254	305	305	305	305	305	305
Other receipts	342	-	-	-	-	-	-
Net cash from operating activities.....	(22,488)	(21,247)	(21,562)	(22,214)	(23,528)	(26,227)	(28,192)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(2,723)	(2,139)	(3,039)	(4,702)	(2,173)	(3,647)	(1,386)
Proceeds from sale of non-current assets	159	-	-	-	-	-	-
Net cash from investing activities.....	(2,564)	(2,139)	(3,039)	(4,702)	(2,173)	(3,647)	(1,386)
NET INCREASE/(DECREASE) IN CASH HELD	(295)	470	(492)	(1,187)	824	-	1,025
Cash assets at the beginning of the reporting period	6,301	2,836	6,006	5,514	4,327	5,151	5,151
Cash assets at the end of the reporting period.....	6,006	3,306	5,514	4,327	5,151	5,151	6,176

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	25,942	26,731	26,900	27,423	27,546	30,070	32,188
Less Capital User Charge.....	2,217	-	-	-	-	-	-
Adjusted Total Cost of Services	23,725	26,731	26,900	27,423	27,546	30,070	32,188
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ...	27,506	26,711	26,880	27,403	27,526	30,050	32,168
Less Appropriation Capital User Charge	2,167	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	25,339	26,711	26,880	27,403	27,526	30,050	32,168

PARLIAMENTARY INSPECTOR OF THE CORRUPTION AND CRIME COMMISSION

PART 7 - ATTORNEY GENERAL; MINISTER FOR HEALTH; ELECTORAL AFFAIRS

DIVISION 30

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 66 Net amount appropriated to deliver services ^(a)	404	414	10	118	424	432	444
Amount Authorised by Other Statutes - Corruption and Crime Commission Act 2003.....	109	127	127	131	134	138	142
Total appropriations provided to deliver services	513	541	137	249	558	570	586
GRAND TOTAL	513	541	137	249	558	570	586

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

MISSION

To evaluate the effectiveness and appropriateness of the Corruption and Crime Commission (CCC).

SIGNIFICANT ISSUES AND TRENDS

- In accordance with the functions and powers of the Parliamentary Inspector under sections 195 and 196 of the *Corruption and Crime Commission Act 2003*, opinions have been provided on the adequacy of the conclusions derived within a number of the CCC reports tabled in Parliament.
- Communication is continuing around appropriate frameworks and structures relating to the powers of the Commissioner of the CCC which will ultimately assist in the expansion of the CCC's focus towards organised crime activities.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Evaluation of the Effectiveness and Appropriateness of CCC Operations	191	608	601	616			
Total Cost of Services ^(a)	191	608	601	616	625	637	653
<i>Less Income</i>	-	-	-	-	-	-	-
Net Cost of Services ^(a)	191	608	601	616	625	637	653
Adjustments ^(b)	322	(67)	(464)	(367)	(67)	(67)	(67)
Appropriation Provided to Deliver Services ^(a)	513	541	137	249	558	570	586
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	513	541	137	249	558	570	586

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION**Relationship to Government Goals**

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Service
Developing and maintaining a skilled, diverse and ethical public sector serving the Government with consideration of the public interest.	An informed Parliament on the integrity of the CCC.	1. Evaluation of the Effectiveness and Appropriateness of CCC Operations

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: An informed Parliament on the integrity of the CCC					
Number of investigations completed and reported to Parliament within target timeframes	n/a	1	1	1	

- (a) More details of effectiveness indicators are provided in the annual report.

Service 1: Evaluation of the Effectiveness and Appropriateness of CCC Operations

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	191	608	601	616	Adjustment to reduce cash balance.
<i>Less Income</i>	-	-	-	-	
Net Cost of Service ^(a)	191	608	601	616	
Adjustments ^(b)	322	(67)	(464)	(367)	
Appropriation for Delivery of Service ^(a)	513	541	137	249	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per investigation/case	n/a	\$17,900	\$18,144	\$8,607	It is anticipated that the number of investigations closed will increase significantly during 2008-09. This will cause the cost per investigation/case to decrease.
Cost of audit function as a percentage of total cost of operations	n/a	41%	15%	30%	
					The Principal Legal Officer (PLO) is primarily responsible for carrying out the audit function. Because the position of PLO was occupied for only part of 2007-08 the estimated cost of the audit function for 2007-08 is less than the target for 2008-09.
Full Time Equivalents (FTEs)	1	2	1	2	

Major Achievements For 2007-08

- An audit system, program and supporting processes have been developed and implemented to fulfil the auditing functions of the Parliamentary Inspector in respect to the CCC under section 195(1) of the *Corruption and Crime Commission Act 2003*. This has been accomplished in consultation with the CCC and extends to all controlled operations, assumed name operations and surveillance device warrants issued under the *Surveillance Devices Act 1998*. The auditing process has completed an audit of all surveillance device warrants issued to the CCC and all assumed identity operations carried out by the CCC since its inception in January 2004.

Major Initiatives For 2008-09

- The auditing system, program and supporting processes developed in the 2007-08 financial year will be utilised to fully audit all controlled operations and assumed name operations conducted by the CCC, and surveillance device warrants issued to the CCC under the *Surveillance Devices Act 1998*, since 1 January 2004.
- To review all existing investigations within the office of Parliamentary Inspector with the objective of finalising, where possible, as many investigations as appropriate.

CAPITAL WORKS PROGRAM

The Inspector's planned capital works expenditure in 2008-09 is for the purchase and replacement of office equipment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Office Equipment.....	50	10	10	10
	50	10	10	10

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	-	10	10	10	10	10	10
	-	10	10	10	10	10	10
LESS							
Drawdowns from the Holding Account	10	10	-	10	10	10	10
Internal Funds and Balances	(10)	-	10	-	-	-	-
Capital Contribution	-	-	-	-	-	-	-

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	123	171	171	242	255	262	273
Superannuation	11	16	16	23	23	24	24
Supplies and services	38	335	386	313	309	312	317
Accommodation	-	57	6	16	16	17	17
Capital user charge ^(b)	22	-	-	-	-	-	-
Depreciation and amortisation	5	17	10	10	10	10	10
Other expenses	14	12	12	12	12	12	12
TOTAL COST OF SERVICES.....	213	608	601	616	625	637	653
NET COST OF SERVICES ^(b)	213	608	601	616	625	637	653
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(b)	529	541	137	249	558	570	586
Resources received free of charge	26	67	67	67	67	67	67
TOTAL INCOME FROM STATE GOVERNMENT	555	608	204	316	625	637	653
SURPLUS/(DEFICIENCY) FOR THE PERIOD	342	-	(397)	(300)	-	-	-

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Act and 2008-09 Estimate are 1, 1 and 2 respectively.

(b) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	781	441	374	74	74	74	74
Receivables	1	1	1	1	1	1	1
Amounts receivable for services.....	-	10	10	10	10	10	10
Total current assets	782	452	385	85	85	85	85
NON-CURRENT ASSETS							
Amounts receivable for services.....	31	28	31	31	31	31	31
Plant and equipment.....	14	5	14	14	14	14	14
Total non-current assets	45	33	45	45	45	45	45
TOTAL ASSETS.....	827	485	430	130	130	130	130
CURRENT LIABILITIES							
Payables ^(a)	-	1	-	-	-	-	-
Total current liabilities.....	-	1	-	-	-	-	-
NON-CURRENT LIABILITIES							
Total non-current liabilities	-	-	-	-	-	-	-
TOTAL LIABILITIES.....	-	1	-	-	-	-	-
EQUITY							
Contributed equity	160	160	160	160	160	160	160
Accumulated surplus/(deficit)	667	324	270	(30)	(30)	(30)	(30)
Total equity	827	484	430	130	130	130	130
TOTAL LIABILITIES AND EQUITY	827	485	430	130	130	130	130

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	512	524	127	239	548	560	576
Holding account drawdowns	10	10	-	10	10	10	10
Net cash provided by State Government.....	522	534	127	249	558	570	586
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(123)	(171)	(171)	(242)	(255)	(262)	(273)
Superannuation	(11)	(16)	(16)	(23)	(23)	(24)	(24)
Supplies and services	(25)	(268)	(319)	(246)	(242)	(245)	(250)
Accommodation	-	(57)	(6)	(16)	(16)	(17)	(17)
Capital user charge ^(a)	(22)	-	-	-	-	-	-
Other.....	(2)	(12)	(12)	(12)	(12)	(12)	(12)
Receipts							
Goods and services tax	1	-	-	-	-	-	-
Net cash from operating activities.....	(182)	(524)	(524)	(539)	(548)	(560)	(576)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	-	(10)	(10)	(10)	(10)	(10)	(10)
Net cash from investing activities.....	-	(10)	(10)	(10)	(10)	(10)	(10)
NET INCREASE/(DECREASE) IN CASH HELD	340	-	(407)	(300)	-	-	-
Cash assets at the beginning of the reporting period	441	441	781	374	74	74	74
Cash assets at the end of the reporting period.....	781	441	374	74	74	74	74

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	213	608	601	616	625	637	653
Less Capital User Charge.....	22	-	-	-	-	-	-
Adjusted Total Cost of Services	191	608	601	616	625	637	653
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ...	529	541	137	249	558	570	586
Less Appropriation Capital User Charge	16	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	513	541	137	249	558	570	586

LAW REFORM COMMISSION OF WESTERN AUSTRALIA

PART 7 - ATTORNEY GENERAL; MINISTER FOR HEALTH; ELECTORAL AFFAIRS

DIVISION 31

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 67 Net amount appropriated to deliver services ^(a)	875	901	901	918	933	957	983
Total appropriations provided to deliver services	875	901	901	918	933	957	983
CAPITAL							
Capital Contribution	-	6	6	-	-	-	-
GRAND TOTAL	875	907	907	918	933	957	983

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

MISSION

To assist in keeping the law up to date and relevant to the needs of society by making recommendations for the reform of areas of law referred to it by the Attorney General.

SIGNIFICANT ISSUES AND TRENDS

- The primary issue for the Commission is to assist in keeping the law up to date and relevant to the needs of society.
- A significant issue is to endeavour to make law reform as meaningful and effective as possible. In order to achieve this, the Commission underwent a review of its operations and continues to make improvements in the areas of:
 - wide-ranging and unbiased research and analysis;
 - effective communication and consultation with the public and stakeholders;
 - an accessible and user friendly website; and
 - producing English publications using plain English so as not to exclude sections of the community.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Publications on Law Reform	1,092	901	901	918			
Total Cost of Services ^(a)	1,092	901	901	918	933	957	983
<i>Less Income</i>	3	-	-	-	-	-	-
Net Cost of Services ^(a)	1,089	901	901	918	933	957	983
Adjustments ^(b)	(214)	-	-	-	-	-	-
Appropriation Provided to Deliver Services ^(a)	875	901	901	918	933	957	983
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	-	6	6	-	-	-	-
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS	875	907	907	918	933	957	983

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.

RESOURCE AGREEMENT

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

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION**Relationship to Government Goals**

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Service
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	The law is reviewed as requested by the Attorney General and stakeholders are kept informed.	1. Publications on Law Reform

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: The law is reviewed as requested by the Attorney General and stakeholders are kept informed.					
Progress of Aboriginal Customary Laws (ACL) reference against target timelines	100%	-	-	-	ACL Reference completed in September 2006.
Progress of Problem Oriented Courts and Judicial Case Management against target timelines	66.67%	100%	90%	100%	
Progress of Review of Law of Homicide (LOH) reference against target timelines	89.66%	n/a	100%	n/a	LOH reference was completed in September 2007.
Progress of Compensation for Injurious Affection (CIA) against target timelines	76%	100%	100%	n/a	CIA reference is expected to be completed and published in June 2008.

- (a) More details of effectiveness indicators are provided in the annual report. Please note that: the Commissions key effectiveness indicators are in the process of being updated to include new references issued by the Attorney General; the Selection, Eligibility and Exemption of Jurors reference is due for completion in December 2008; and the reference on A Review of Coronial Practices in Western Australia will commence in July 2008.

Service 1: Publications on Law Reform

On receipt of references from the Attorney General to review particular areas of law, the Commission examines current law and practice, consults widely, issues discussion papers for public comment and prepares reports making recommendations for reform.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	1,092	901	901	918	
<i>Less Income</i>	3	-	-	-	
Net Cost of Service ^(a)	1,089	901	901	918	
<i>Adjustments ^(b)</i>	(214)	-	-	-	
Appropriation for Delivery of Service ^(a)	875	901	901	918	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per publication	\$245,804	\$429,750	\$142,658	\$218,025	More publications were produced in 2007-08.
Total community contacts	11,491	12,000	12,000	10,000	
Average cost per contact	\$9.51	\$7.96	\$3.78	\$4.59	
Number of publications on law reform	4	2	6	4	
Full Time Equivalents (FTEs)	5	4	4	4	

Major Achievements For 2007-08

- Consulted with various interested parties to identify areas of law in need of reform.
- Published a column in Brief magazine in July and November 2007 updating and informing members of the legal profession on the Commission's current and future references and seeking their feedback, submissions and advice on proposals for reform.
- In September 2007 the Commission received new terms of reference from the Attorney General on Selection, Eligibility and Exemption of Jurors and A Review of Coronial Practice in Western Australia.
- The Review of the Law of Homicide Final Report was completed and published in September 2007. The Report was the culmination of a two and a half year review of the laws of homicide in Western Australia resulting in 45 recommendations for reform of homicide offences, defences and sentencing. The recommended reforms will help to reduce the complexity of criminal trials with some recommendations (in particular, with regard to defences) having a wider applicability to areas of criminal law beyond the laws of homicide.
- The Review of the Law of Homicide Final Report was launched on 2 November 2007 at the Fremantle Prison. The Attorney General welcomed the Commission's report and advised that the Government would give detailed consideration to the recommendations outlined therein.
- The Compensation for Injurious Affection Discussion Paper was completed and published in October 2007, with the Final Report to be completed by June 2008.
- In the December 2007 edition of Brief magazine, an article by the Commission's project writers, Victoria Williams and Dr Tatum Hands, entitled: 'It's the Thought that Counts: Intention, Motive and Culpability for Murder' was published.
- A research paper by Dr Harry Blagg on Problem-Oriented Courts was completed and published in March 2008.
- Implemented a new e-alert subscription service in conjunction with the Commission's new website. The subscription service informs subscribers when reports and papers are released, as well as keeping subscribers up to date with the Commission's activities. This also enables the Commission to maintain its database of organisations and individuals who wish to receive the Commission's materials electronically.

Major Initiatives For 2008-09

- Complete and publish a discussion paper and final report on the Problem Oriented Courts reference.
- Complete and publish a discussion paper and final report on the Selection, Eligibility and Exemption of Jurors reference.
- Conduct various community and stakeholder consultations as part of the Review of the Coronial Practice in Western Australia.
- Utilise our expert Advisory Committee appointed to our reference on Coronial Practice in Western Australia.
- Publish all reports and discussion papers utilising CD-ROM technology wherever possible.
- Continue to review the processes and practices of the Commission to ensure cost effective service provision.

CAPITAL WORKS PROGRAM

The Commission's capital works expenditure for 2008-09 of \$10,000 is for the purchase of new and replacement office equipment and computers.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Computer and Equipment Purchases	27	27	10	-
2006-07 Program				
2007-08 Program	20	20	20	-
NEW WORKS				
Computer and Equipment Purchases - 2008-09 Program	10	-	-	10
	57	47	30	10

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	17	20	30	10	10	10	20
	17	20	30	10	10	10	20
LESS							
Drawdowns from the Holding Account	20	14	14	10	10	10	20
Internal Funds and Balances	(3)	-	10	-	-	-	-
Capital Contribution	-	6	6	-	-	-	-

FINANCIAL STATEMENTS**INCOME STATEMENT
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	669	315	315	321	323	333	343
Superannuation	62	27	27	27	27	27	27
Supplies and services	233	410	410	410	410	418	392
Accommodation	53	70	70	75	75	80	95
Capital user charge ^(b)	1	-	-	-	-	-	-
Depreciation and amortisation	8	12	12	12	12	13	11
Other expenses	67	67	67	73	86	86	115
TOTAL COST OF SERVICES.....	1,093	901	901	918	933	957	983
Income							
User charges and fees.....	2	-	-	-	-	-	-
Other revenue	1	-	-	-	-	-	-
Total Income.....	3	-	-	-	-	-	-
NET COST OF SERVICES ^(b)	1,090	901	901	918	933	957	983
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(b)	878	901	901	918	933	957	983
Resources received free of charge	77	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT.....	955	901	901	918	933	957	983
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	(135)	-	-	-	-	-	-

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are five, four and four respectively.

(b) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	606	732	596	596	596	596	596
Receivables	2	9	2	2	2	2	2
Amounts receivable for services.....	14	10	10	10	10	20	-
Total current assets	622	751	608	608	608	618	598
NON-CURRENT ASSETS							
Amounts receivable for services.....	1	3	3	5	7	-	11
Plant and equipment.....	19	33	37	35	33	30	39
Total non-current assets	20	36	40	40	40	30	50
TOTAL ASSETS.....	642	787	648	648	648	648	648
CURRENT LIABILITIES							
Payables ^(a)	33	19	33	33	33	33	33
Provision for employee entitlements	27	47	27	27	27	27	27
Accrued salaries	3	-	3	3	3	3	3
Other.....	1	-	1	1	1	1	1
Total current liabilities.....	64	66	64	64	64	64	64
NON-CURRENT LIABILITIES							
Provision for employee entitlements	12	17	12	12	12	12	12
Total non-current liabilities	12	17	12	12	12	12	12
TOTAL LIABILITIES.....	76	83	76	76	76	76	76
EQUITY							
Contributed equity	11	17	17	17	17	17	17
Accumulated surplus/(deficit)	555	688	555	555	555	555	555
Reserves	-	(1)	-	-	-	-	-
TOTAL EQUITY.....	566	704	572	572	572	572	572
TOTAL LIABILITIES AND EQUITY	642	787	648	648	648	648	648

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	866	889	889	906	921	944	972
Capital contribution	-	6	6	-	-	-	-
Holding account drawdowns	20	14	14	10	10	10	20
Net cash provided by State Government.....	886	909	909	916	931	954	992
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(669)	(315)	(315)	(321)	(323)	(333)	(343)
Superannuation	(62)	(27)	(27)	(27)	(27)	(27)	(27)
Supplies and services	(156)	(410)	(410)	(410)	(410)	(418)	(392)
Accommodation.....	(53)	(70)	(70)	(75)	(75)	(80)	(95)
Capital user charge ^(a)	(1)	-	-	-	-	-	-
Goods and services tax	(24)	(30)	(30)	(35)	(35)	(35)	(35)
Other.....	(65)	(67)	(67)	(73)	(86)	(86)	(115)
Receipts							
User charges and fees.....	3	-	-	-	-	-	-
Goods and services tax	30	30	30	35	35	35	35
Net cash from operating activities.....	(997)	(889)	(889)	(906)	(921)	(944)	(972)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(17)	(20)	(30)	(10)	(10)	(10)	(20)
Net cash from investing activities.....	(17)	(20)	(30)	(10)	(10)	(10)	(20)
NET INCREASE/(DECREASE) IN CASH HELD	(128)	-	(10)	-	-	-	-
Cash assets at the beginning of the reporting period	734	732	606	596	596	596	596
Cash assets at the end of the reporting period.....	606	732	596	596	596	596	596

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	1,093	901	901	918	933	957	983
Less Capital User Charge.....	1	-	-	-	-	-	-
Adjusted Total Cost of Services	1,092	901	901	918	933	957	983
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ...	878	901	901	918	933	957	983
Less Appropriation Capital User Charge	3	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	875	901	901	918	933	957	983

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

PART 7 - ATTORNEY GENERAL; MINISTER FOR HEALTH; ELECTORAL AFFAIRS

DIVISION 32

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 68 Net amount appropriated to deliver services	20,752	22,882	23,803	24,226	24,696	25,204	25,664
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 ^(a)	1,814	2,003	2,202	2,268	2,336	2,406	2,478
Total appropriations provided to deliver services	22,566	24,885	26,005	26,494	27,032	27,610	28,142
CAPITAL							
Capital Contribution	3,405	658	658	-	-	-	-
GRAND TOTAL	25,971	25,543	26,663	26,494	27,032	27,610	28,142

- (a) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

To provide the people of Western Australia with a fair and just criminal prosecution service.

SIGNIFICANT ISSUES AND TRENDS

- Operation Barnham was launched by Western Australia Police in July 2007 to investigate child sex abuse in Kimberley communities. Several indictable charges against almost 100 people have been laid, significantly increasing the workload of the Office. Most cases will be processed in Kununurra and Broome, requiring prosecutors to travel to the Kimberley for extended periods to prepare for and prosecute the trials.
- A significant proportion of matters from Operation Barnham will be processed in the Children's Court. The Children's Court President has committed to completing these matters before 30 June 2008, requiring additional effort as all other Children's Court prosecution responsibilities continue for the Office.
- The Supreme Court has introduced the Stirling Gardens Magistrates Court Project, which has led to the Office assuming responsibility for Magistrates Court hearings previously undertaken by Western Australia Police. With the opening of the Central Business District Court Complex, the District Court also plans to make considerable alterations to Court procedures, requiring the Office to adapt to these new operations immediately. The significant alteration of procedures in both the Supreme and District Courts will impact on the operations of the Office, as there is an expectation that there will be a State Prosecutor available for all Court hearings.
- Applications under the *Dangerous Sexual Offenders Act 2006* continue to increase the workload for the Office. Along with fresh referrals and applications, determinations in prior years has also led to some applications being lodged based on the subject of appeal. Successful applications also give rise to the need for annual reviews of all detention orders.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Criminal Prosecutions.....	24,789	26,190	27,490	27,862			
<i>Service 2:</i>							
Confiscation of Assets	1,619	1,498	1,498	1,535			
Total Cost of Services	26,408	27,688	28,988	29,397	29,935	30,513	31,045
<i>Less Income.....</i>	<i>1,778</i>	<i>1,717</i>	<i>1,717</i>	<i>1,760</i>	<i>1,760</i>	<i>1,760</i>	<i>1,760</i>
Net Cost of Services	24,630	25,971	27,271	27,637	28,175	28,753	29,285
Adjustments ^(a)	(2,064)	(1,086)	(1,266)	(1,143)	(1,143)	(1,143)	(1,143)
Appropriation Provided to Deliver Services.....	22,566	24,885	26,005	26,494	27,032	27,610	28,142
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(b)	3,405	658	658	-	-	-	-
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	25,971	25,543	26,663	26,494	27,032	27,610	28,142

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(b) Supporting details are disclosed in the Capital Contribution Statement.

RESOURCE AGREEMENT

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

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION**Relationship to Government Goals**

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	The people of Western Australia are provided with a fair and just criminal prosecution service.	1. Criminal Prosecutions 2. Confiscation of Assets

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: That the people of Western Australia are provided with a fair and just criminal prosecution service.					
Early advice to Court on charges.....	53%	70%	56%	70%	Change in measurement parameters.
Establishing a case to answer	99%	98%	99%	98%	
Convictions after trial	48%	50%	56%	50%	
Satisfaction with the service provided to victims	n/a	n/a	n/a	tba	Survey yet to be developed; benchmark not yet set.
Satisfaction with the service provided by the Office as assessed by Courts and Defence Counsel	n/a	n/a	n/a	tba	Survey yet to be developed; benchmark not yet set.
Timely lodgement of Applications for Confiscation in relation to Declared Drug Trafficker matters	n/a	n/a	n/a	100%	Historical data not available.
Timely resolution of Drug Trafficker confiscations	n/a	n/a	n/a	75%	Historical data not available.

(a) More details of effectiveness indicators are provided in the annual report.

Service 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 indictments in the Supreme and District Courts sittings 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 Prosecution Policy and Guideline 2005.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service.....	24,789	26,190	27,490	27,862	
<i>Less Income.....</i>	159	219	219	225	
Net Cost of Service	24,630	25,971	27,271	27,637	
Adjustments ^(a)	(2,064)	(1,086)	(1,266)	(1,143)	
Appropriation for Delivery of Service	22,566	24,885	26,005	26,494	

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Cost per prosecution	\$10,931	\$11,525	\$11,300	\$11,500	
Full Time Equivalents (FTEs)	194	203	209	210	

Major Achievements For 2007-08

- In 2007, the Office agreed with the Commissioner of Police to increase the Office's involvement in the management of police prosecutions in the Magistrates Court. This was facilitated by the appointment of a Consultant State Prosecutor (funded via a transfer from Western Australia Police) to oversee the Magistrates Court prosecutorial function. This change has provided a positive benefit for the Western Australian criminal justice system as it has effected an independent decision-making process to summary prosecutions. The more important cases have now applied a thorough analysis of the prospects of conviction and the public interest, in saving time and resources.
- A review of Key Performance Indicators (KPIs) was completed and new KPIs were approved for incorporation in the 2008-09 Budget Papers. The new suite of KPIs includes two new KPIs that will involve feedback from stakeholders and will provide qualitative information relating to the Office's performance in achieving fair and just prosecution outcomes.
- Since December 2006, the Office manages all Children's Court prosecutions. This initiative continues to provide a positive benefit for the Western Australian criminal justice system through a shortening of timeframes of matters being concluded and the reduction in the number of matters going to trial.
- A comprehensive upgrade of the Office's intranet site was introduced that provides a central storage and collaboration space for documents, information, and ideas for all staff. The new site has provided a one-stop-shop for all future information requirements, with easy access to, and management of corporate information.

Major Initiatives For 2008-09

- Following a review of its information technology and records management requirements in the latter half of 2006, the Office commenced a program in 2007-08 to replace the current case management system and upgrade the electronic records management facilities. The implementation of this new infrastructure will carry over into 2008-09 and once in place, the new systems will contribute significantly towards improving relationship management and information sharing with other external stakeholders within the criminal justice system.
- Two new KPIs will be implemented from 1 July 2008 to provide feedback from key stakeholders. To facilitate the reporting against these indicators, two surveys will be introduced in 2008-09 to measure the quality of service provided to victims and witnesses and the effectiveness of the Office as assessed by Courts and Defence Counsel.

Service 2: Confiscation of Assets

The Office acts effectively to institute and conduct proceedings in a just and fair manner to confiscate property acquired as a result of criminal activity, property used for criminal activity and property of declared drug traffickers. The cost of the Confiscations Unit is fully recouped from the Confiscation Account (Proceeds of Crime), administered by the Department of the Attorney General.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service.....	1,619	1,498	1,498	1,535	
<i>Less Income.....</i>	1,619	1,498	1,498	1,535	
Net Cost of Service.....	-	-	-	-	
Adjustments ^(a)	-	-	-	-	
Appropriation for Delivery of Service.....	-	-	-	-	

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Ratio of Cost to Return ^(a)	33%	25%	23%	22%	
Full Time Equivalents (FTEs)	11	17	17	19	

(a) Measures the percentage of receipts used to fund the annual expenses associated with running the Confiscations Unit.

Major Achievements For 2007-08

- The value of proceeds paid into the Confiscation Proceeds Account has increased more than 60 per cent for 2007-08 compared to 2006-07.
- A review of KPIs was completed and three new KPIs were approved for incorporation in the 2008-09 Budget. These KPIs replace the existing indicators and provide more informative measures of the Confiscation Unit's performance.

CAPITAL WORKS PROGRAM

The Office's capital works program includes a project commenced in 2007-08 to introduce a new Case Management System and a new Records System to create an integrated and compliant electronic records retention and management system. The purchase and installation of the new systems will be undertaken in 2008-09.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Computer and Office Equipment Replacement - 2007-08 Program.....	148	148	148	-
Case Management System Replacement, Information Technology (IT) and Records Upgrade and Compliance	658	658	658	-
Relocation to International House - CBD Accommodation	3,000	3,000	621	-
Replacement of IT Services Currently Shared with the Department of the Attorney General at Westralia Square	200	200	200	-
NEW WORKS				
Computer and Office Equipment Replacement - 2008-09 Program.....	365	-	-	365
	4,371	4,006	1,627	365

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	2,774	806	1,627	365	148	148	148
	2,774	806	1,627	365	148	148	148
LESS							
Drawdowns from the Holding Account	200	148	148	217	-	-	-
Funding Included in Service Appropriations ^(a) ...	-	-	-	148	148	148	148
Internal Funds and Balances	(831)	-	821	-	-	-	-
Capital Contribution	3,405	658	658	-	-	-	-

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS**INCOME STATEMENT
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	16,370	18,200	19,218	19,660	20,015	20,522	20,947
Superannuation	1,588	1,645	1,747	1,787	1,822	1,865	1,865
Supplies and services	3,184	3,349	3,484	3,117	3,157	3,194	3,301
Accommodation	2,813	2,064	2,064	2,145	2,231	2,232	2,232
Depreciation and amortisation	221	534	534	600	600	600	600
Witness expenses	644	666	666	690	705	705	705
Legal briefing expenses	747	576	576	591	600	600	600
Loss on disposal of non-current assets	208	-	-	-	-	-	-
Other expenses	633	654	699	807	805	795	795
TOTAL COST OF SERVICES	26,408	27,688	28,988	29,397	29,935	30,513	31,045
Income							
Grants and subsidies	1,619	1,498	1,498	1,535	1,535	1,535	1,535
Other revenue	159	219	219	225	225	225	225
Total Income	1,778	1,717	1,717	1,760	1,760	1,760	1,760
NET COST OF SERVICES	24,630	25,971	27,271	27,637	28,175	28,753	29,285
INCOME FROM STATE GOVERNMENT							
Service appropriations	22,566	24,885	26,005	26,494	27,032	27,610	28,142
Resources received free of charge	928	951	951	975	975	975	975
Liabilities assumed by the Treasurer	177	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	23,671	25,836	26,956	27,469	28,007	28,585	29,117
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(959)	(135)	(315)	(168)	(168)	(168)	(168)
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	(959)	(135)	(315)	(168)	(168)	(168)	(168)

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 205, 226 and 229 respectively.

BALANCE SHEET
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	2,314	1,734	1,361	1,377	1,392	1,417	1,442
Restricted cash	-	203	63	128	194	250	306
Receivables	288	91	288	288	288	288	288
Amounts receivable for services	1,470	365	217	-	-	-	-
Prepayments	5	9	5	5	5	5	5
Total current assets	4,077	2,402	1,934	1,798	1,879	1,960	2,041
NON-CURRENT ASSETS							
Amounts receivable for services	-	1,360	1,456	1,873	2,290	2,707	3,124
Plant and equipment	691	1,795	1,214	1,082	733	384	119
Restricted cash	119	-	119	119	119	119	119
Other	4,525	2,429	5,095	4,844	4,593	4,342	4,007
Total non-current assets	5,335	5,584	7,884	7,918	7,735	7,552	7,369
TOTAL ASSETS	9,412	7,986	9,818	9,716	9,614	9,512	9,410
CURRENT LIABILITIES							
Payables	606	257	606	607	607	607	607
Provision for employee entitlements	2,171	2,324	2,171	2,171	2,171	2,171	2,171
Accrued salaries	67	125	130	195	261	327	393
Other	61	-	61	61	61	61	61
Total current liabilities	2,905	2,706	2,968	3,034	3,100	3,166	3,232
NON-CURRENT LIABILITIES							
Provision for employee entitlements	1,330	1,027	1,330	1,330	1,330	1,330	1,330
Other	39	-	39	39	39	39	39
Total non-current liabilities	1,369	1,027	1,369	1,369	1,369	1,369	1,369
TOTAL LIABILITIES	4,274	3,733	4,337	4,403	4,469	4,535	4,601
EQUITY							
Contributed equity	6,315	4,692	6,973	6,973	6,973	6,973	6,973
Accumulated surplus/(deficit)	(1,177)	(439)	(1,492)	(1,660)	(1,828)	(1,996)	(2,164)
Total equity	5,138	4,253	5,481	5,313	5,145	4,977	4,809
TOTAL LIABILITIES AND EQUITY	9,412	7,986	9,818	9,716	9,614	9,512	9,410

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	22,281	24,534	25,654	26,077	26,615	27,193	27,725
Capital contribution	3,405	658	658	-	-	-	-
Holding account drawdowns	200	148	148	217	-	-	-
Net cash provided by State Government.....	25,886	25,340	26,460	26,294	26,615	27,193	27,725
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(15,954)	(18,137)	(19,155)	(19,595)	(19,949)	(20,456)	(20,881)
Superannuation	(1,411)	(1,645)	(1,747)	(1,787)	(1,822)	(1,865)	(1,865)
Supplies and services	(2,256)	(2,398)	(2,578)	(2,142)	(2,182)	(2,219)	(2,326)
Accommodation	(2,813)	(2,064)	(2,064)	(2,144)	(2,231)	(2,232)	(2,232)
Witness expenses	(644)	(666)	(666)	(690)	(705)	(705)	(705)
Legal briefing expenses	(747)	(576)	(576)	(591)	(600)	(600)	(600)
Goods and services tax	(940)	(606)	(606)	(621)	(629)	(629)	(629)
Other.....	(245)	(654)	(654)	(807)	(805)	(795)	(795)
Receipts							
Grants and subsidies	1,619	1,498	1,498	1,535	1,535	1,535	1,535
Goods and services tax	750	606	606	621	629	629	629
Other receipts	118	219	219	225	225	225	225
Net cash from operating activities.....	(22,523)	(24,423)	(25,723)	(25,996)	(26,534)	(27,112)	(27,644)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(2,729)	(806)	(1,627)	(217)	-	-	-
Net cash from investing activities.....	(2,729)	(806)	(1,627)	(217)	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	634	111	(890)	81	81	81	81
Cash assets at the beginning of the reporting period	1,799	1,826	2,433	1,543	1,624	1,705	1,786
Cash assets at the end of the reporting period.....	2,433	1,937	1,543	1,624	1,705	1,786	1,867

SCHEDULE OF ADMINISTERED EXPENSES AND INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Receipts paid into Consolidated Account.....	313	100	100	100	100	100	100
TOTAL ADMINISTERED EXPENSES ^(a)	313	100	100	100	100	100	100
INCOME							
Other Revenue.....	313	100	100	100	100	100	100
TOTAL ADMINISTERED INCOME ^(b)	313	100	100	100	100	100	100

(a) Further information is provided in the table 'Details of the Administered Transactions Expenses'.

(b) Further information is provided in the table 'Details of the Administered Transactions Income'.

SCHEDULE OF ADMINISTERED PAYMENTS AND RECEIPTS

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASH OUTFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Receipts paid into Consolidated Account.....	(313)	(100)	(100)	(100)	(100)	(100)	(100)
Transfer of Assets/Liabilities ^(a)	(2,214)	-	-	-	-	-	-
TOTAL ADMINISTERED CASH OUTFLOWS	(2,527)	(100)	(100)	(100)	(100)	(100)	(100)
CASH INFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Other Receipts.....	313	100	100	100	100	100	100
TOTAL ADMINISTERED CASH INFLOWS.....	313	100	100	100	100	100	100
NET CASH INFLOWS/(OUTFLOWS) FROM ADMINISTERED TRANSACTIONS.....	(2,214)	-	-	-	-	-	-

(a) Responsibility for management of the Confiscation Account transferred to the Department of the Attorney General with effect from 1 July 2006.

DETAILS OF THE ADMINISTERED TRANSACTIONS EXPENSES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
OTHER STATE SERVICES							
Receipts Paid to the Consolidated Account	313	100	100	100	100	100	100
TOTAL.....	313	100	100	100	100	100	100

DETAILS OF THE ADMINISTERED TRANSACTIONS INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
OTHER							
Proceeds of Crime (Misuse of Drugs Act 1981).....	313	100	100	100	100	100	100
TOTAL.....	313	100	100	100	100	100	100

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Office:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Contribution from the Confiscation Account.....	1,619	1,498	1,498	1,535
Employee Contributions to the Executive Vehicle Scheme	-	28	-	-
GST Input Credits.....	717	601	604	619
GST Receipts on Sales.....	33	5	2	2
Miscellaneous Legal Receipts	118	191	219	225
TOTAL.....	2,487	2,323	2,323	2,381

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

COMMISSIONER FOR CHILDREN AND YOUNG PEOPLE

PART 7 - ATTORNEY GENERAL; MINISTER FOR HEALTH; ELECTORAL AFFAIRS

DIVISION 33

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 69 Net amount appropriated to deliver services	-	-	1,272	2,442	2,496	2,529	2,564
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975 ^(a)	-	-	93	172	172	172	172
Total appropriations provided to deliver services	-	-	1,365	2,614	2,668	2,701	2,736
CAPITAL							
Item 150 Capital Contribution	-	-	-	420	-	-	-
GRAND TOTAL	-	-	1,365	3,034	2,668	2,701	2,736

- (a) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

To work with children, families, community and government to enhance the well being of all children and young people in Western Australia.

SIGNIFICANT ISSUES AND TRENDS

- The Commissioner for Children and Young People has been established under the *Commissioner for Children and Young People Act 2006*. The Commissioner is an advocate for the 481,846 Western Australian children and young people under the age of 18 years, acting in their best interests and promoting and enhancing their wellbeing.
- The Commissioner is to give priority to the interests and needs of Aboriginal and Torres Strait Islander children; and to children and young people who are vulnerable or disadvantaged.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
To be developed.....							
Total Cost of Services	-	-	1,365	2,614	2,668	2,701	2,736
<i>Less Income.....</i>	-	-	-	-	-	-	-
Net Cost of Services	-	-	1,365	2,614	2,668	2,701	2,736
Adjustments	-	-	-	-	-	-	-
Appropriation Provided to Deliver Services	-	-	1,365	2,614	2,668	2,701	2,736
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(a)	-	-	-	420	-	-	-
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	-	-	1,365	3,034	2,668	2,701	2,736

(a) Supporting details are disclosed in the Capital Contribution Statement.

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION**Relationship to Government Goals**

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome ^(a)	Services ^(a)
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	To be developed.	1. To be developed

(a) Due to the delay in the establishment of the Commissioner and the nature of work to be undertaken by the Commissioner, it has not been possible to develop key effectiveness indicators and output performance measures before the 2008-09 Budget.

Major Achievements For 2007-08

- Consulted extensively with stakeholders, including non-government and government organisations to gain their views about issues that impact on children and young people.
- Commenced consultation with children and young people throughout the State to gain an appreciation of issues that are of most importance to them and ways in which the Commissioner can best engage with them.
- Initiated research and policy development in the following areas - early childhood, juvenile detention, complaints processes, overcoming disadvantage in key areas of health and education for Indigenous children and young people.

- Made submissions to the:
 - State Parliament (Community Development and Justice Standing Committee) Enquiry into collaborative approach in Government; and
 - Commonwealth Senate (Environmental, Communications and Arts Committee) regarding sexualisation of children in the contemporary media environment.
- Establishment of the office of the Commissioner and commenced recruitment of support staff.

Major Initiatives For 2008-09

- Initiate research into the well being of children and young people.
- Consolidate the establishment of the Commissioner, including strategic development of policies, processes and performance measures.

CAPITAL WORKS PROGRAM

Capital works expenditure is primarily for the fit out of the Commission's office to support the delivery of the Commissioner's services.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
NEW WORKS				
Accommodation Fit-Out Costs	420	-	-	420
	420	-	-	420

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	-	-	-	420	-	-	-
	-	-	-	420	-	-	-
LESS							
Capital Contribution	-	-	-	420	-	-	-

FINANCIAL STATEMENTS**INCOME STATEMENT
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	-	-	575	1,466	1,523	1,573	1,620
Superannuation.....	-	-	50	134	139	143	148
Supplies and services	-	-	310	438	431	419	411
Accommodation.....	-	-	200	227	213	217	218
Depreciation and amortisation	-	-	-	21	42	42	42
Other expenses	-	-	230	328	320	307	297
TOTAL COST OF SERVICES.....	-	-	1,365	2,614	2,668	2,701	2,736
NET COST OF SERVICES	-	-	1,365	2,614	2,668	2,701	2,736
INCOME FROM STATE GOVERNMENT							
Service appropriations	-	-	1,365	2,614	2,668	2,701	2,736
TOTAL INCOME FROM STATE GOVERNMENT.....	-	-	1,365	2,614	2,668	2,701	2,736
SURPLUS/(DEFICIENCY) FOR THE PERIOD	-	-	-	-	-	-	-
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	-	-	-	-	-	-	-

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 0, 11 and 18 respectively.

BALANCE SHEET
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	-	-	60	60	75	80	85
Total current assets	-	-	60	60	75	80	85
NON-CURRENT ASSETS							
Amounts receivable for services	-	-	-	21	63	105	147
Other	-	-	-	399	357	315	273
Total non-current assets	-	-	-	420	420	420	420
TOTAL ASSETS	-	-	60	480	495	500	505
CURRENT LIABILITIES							
Payables	-	-	50	50	50	50	50
Provision for employee entitlements	-	-	25	25	25	25	25
Accrued salaries	-	-	10	10	25	30	35
Total current liabilities	-	-	85	85	100	105	110
NON-CURRENT LIABILITIES							
Provision for employee entitlements	-	-	50	50	50	50	50
Total non-current liabilities	-	-	50	50	50	50	50
TOTAL LIABILITIES	-	-	135	135	150	155	160
EQUITY							
Contributed equity	-	-	(75)	345	345	345	345
Total equity	-	-	(75)	345	345	345	345
TOTAL LIABILITIES AND EQUITY	-	-	60	480	495	500	505

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	-	-	1,365	2,593	2,626	2,659	2,694
Capital contribution	-	-	-	420	-	-	-
Net cash provided by State Government.....	-	-	1,365	3,013	2,626	2,659	2,694
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	-	-	(565)	(1,466)	(1,508)	(1,568)	(1,615)
Superannuation.....	-	-	(50)	(134)	(139)	(143)	(148)
Supplies and services	-	-	(310)	(438)	(431)	(419)	(411)
Accommodation	-	-	(200)	(227)	(213)	(217)	(218)
Other.....	-	-	(180)	(328)	(320)	(307)	(297)
Receipts							
Net cash from operating activities.....	-	-	(1,305)	(2,593)	(2,611)	(2,654)	(2,689)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	-	-	-	(420)	-	-	-
Net cash from investing activities.....	-	-	-	(420)	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	-	-	60	-	15	5	5
Cash assets at the beginning of the reporting period	-	-	-	60	60	75	80
Cash assets at the end of the reporting period.....	-	-	60	60	75	80	85

OFFICE OF THE INFORMATION COMMISSIONER

PART 7 - ATTORNEY GENERAL; MINISTER FOR HEALTH; ELECTORAL AFFAIRS

DIVISION 34

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 70 Net amount appropriated to deliver services	1,082	980	1,197	1,213	1,275	1,305	1,342
Amount Authorised by Other Statutes - Freedom of Information Act 1992 ^(a)	164	169	171	176	182	186	192
Total appropriations provided to deliver services	1,246	1,149	1,368	1,389	1,457	1,491	1,534
CAPITAL							
Item 151 Capital Contribution	-	2	2	5	5	-	-
GRAND TOTAL	1,246	1,151	1,370	1,394	1,462	1,491	1,534

- (a) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

To promote public understanding and confidence in the decision-making of government agencies through access to relevant information.

SIGNIFICANT ISSUES AND TRENDS

- The main function of the Office is to deal with complaints about decisions of government agencies under the *Freedom of Information Act 1992* (Act). Although the number of complaints received remains reasonably constant, there has been an increase in the percentage of more complex complaints.
- The Office is also responsible for providing advice and assistance to members of the public and agencies as to their rights and responsibilities under the Act. It provides an active program including a telephone advice service, training courses, briefings to community groups and agencies, and a website including an e-advice service, among other services. While the number of applications made to agencies under the Act continues to increase, the number of complaints to the Office remain steady, suggesting improved responses by government agencies to applications.
- Follow up with State and Local Government agencies that have not complied with sections 94, 96 and 97 of the Act to publish an up-to-date information statement. Information contained in such statements include the structure and functions of the particular agency, a description of the kind of documents that are usually held by the agency and the agency's arrangements for giving members of the public access to the documents mentioned.
- Collocation with the Ombudsman (State and Commonwealth), Public Sector Standards Commissioner and Office of Health Review continues to reduce expenditure on accommodation. The close proximity of support services also facilitates improved communication and administrative collaboration.

- The Information Privacy Bill 2007 and the Freedom of Information Amendment Bill 2007 completed passage in the Legislative Assembly in November 2007 and were, at the time of writing, before the Legislative Council. If these two pieces of legislation are enacted, the Office of the Information Commissioner will be replaced by the newly created Office of Privacy and Information Commissioner, which will have functions under both pieces of legislation. The legislation will allow, but not require, concurrent appointment of the Ombudsman to the new office.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Resolution of Complaints	892	856	1,009	1,024			
<i>Service 2:</i>							
Advice and Awareness	382	367	433	439			
Total Cost of Services	1,274	1,223	1,442	1,463	1,531	1,565	1,608
<i>Less Income</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>
Net Cost of Services	1,270	1,219	1,438	1,459	1,527	1,561	1,604
Adjustments ^(a)	(24)	(70)	(70)	(70)	(70)	(70)	(70)
Appropriation Provided to Deliver Services	1,246	1,149	1,368	1,389	1,457	1,491	1,534
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(b)	-	2	2	5	5	-	-
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	1,246	1,151	1,370	1,394	1,462	1,491	1,534

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(b) Supporting details are disclosed in the Capital Contribution Statement.

RESOURCE AGREEMENT

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

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Services
Developing and maintaining a skilled, diverse and ethical public sector serving the Government with consideration of the public interest.	Access to documents and observance of processes in accordance with the <i>Freedom of Information Act 1992</i> .	1. Resolution of Complaints 2. Advice and Awareness

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Access to documents and observance of processes in accordance with the <i>Freedom of Information Act 1992</i>.					
Participants satisfied with complaint resolution and external review processes adopted by the Information Commissioner	75%	85%	90%	90%	

(a) More details of effectiveness indicators are provided in the annual report.

Service 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*.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service.....	892	856	1,009	1,024	
<i>Less Income.....</i>	3	3	3	3	
Net Cost of Service	889	853	1,006	1,021	
Adjustments ^(a)	(17)	(50)	(49)	(49)	
Appropriation for Delivery of Service.....	872	803	957	972	

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Applications for external review resolved by conciliation	74%	75%	66%	70%	
Average cost per complaint and external review finalised	\$6,456	\$6,692	\$5,988	\$6,006	
Full Time Equivalents (FTEs)	8	8	8	8	

Major Achievements For 2007-08

- Transferred to new office accommodation to allow for expansion of the Ombudsman's office.
- Continued high level of satisfaction of participants.
- Reduction in the average time taken to deal with complaints.

Major Initiatives For 2008-09

- Preparation for changed role of the Office under privacy legislation and for implementation of amended Freedom of Information (FOI) legislation presently before Parliament.

Service 2: Advice and Awareness

Provide objective advice and information to members of the public and agency staff 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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service.....	382	367	433	439	
<i>Less Income.....</i>	1	1	1	1	
Net Cost of Service	381	366	432	438	
Adjustments ^(a)	(7)	(20)	(21)	(21)	
Appropriation for Delivery of Service	374	346	411	417	

- (a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost of service per application lodged ^(a)	\$105	\$152	\$185	\$187	
Full Time Equivalents (FTEs)	2	2	2	2	

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

Major Achievements For 2007-08

- Analysis of all State and Local Government agencies' published information statements for compliance with the Act and follow-up on non-compliance to ensure all agencies' information statements are current and compliant.
- Completion and Gazettal in December 2007 of regulations to update 'related agencies'.

Major Initiatives For 2008-09

- Preparation for changed role of the Office under privacy legislation and for implementation of amended FOI legislation presently before the Parliament.

CAPITAL WORKS PROGRAM

The Office's planned capital works expenditure is primarily for the replacement of computer hardware and software to support the delivery of services.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Computer and Office Equipment Replacement - 2007-08 Program.....	67	67	67	-
NEW WORKS				
Computer and Office Equipment Replacement - 2008-09 Program.....	35	-	-	35
	102	67	67	35

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	3	35	67	35	40	-	-
	3	35	67	35	40	-	-
LESS							
Drawdowns from the Holding Account	35	33	33	30	30	-	-
Internal Funds and Balances	(32)	-	32	-	5	-	-
Capital Contribution	-	2	2	5	5	-	-

FINANCIAL STATEMENTS**INCOME STATEMENT
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	851	919	906	928	961	995	1,024
Superannuation.....	83	106	106	106	106	106	106
Supplies and services	189	90	165	165	176	176	177
Accommodation.....	103	15	172	172	205	205	218
Depreciation and amortisation	22	30	30	30	30	30	30
Other expenses	26	63	63	62	53	53	53
TOTAL COST OF SERVICES.....	1,274	1,223	1,442	1,463	1,531	1,565	1,608
Income							
Other revenue.....	4	4	4	4	4	4	4
Total Income.....	4	4	4	4	4	4	4
NET COST OF SERVICES.....	1,270	1,219	1,438	1,459	1,527	1,561	1,604
INCOME FROM STATE GOVERNMENT							
Service appropriations	1,246	1,149	1,368	1,389	1,457	1,491	1,534
Resources received free of charge	45	37	37	37	37	37	37
Liabilities assumed by the Treasurer	5	33	33	33	33	33	33
TOTAL INCOME FROM STATE GOVERNMENT.....	1,296	1,219	1,438	1,459	1,527	1,561	1,604
SURPLUS/(DEFICIENCY) FOR THE PERIOD	26	-	-	-	-	-	-
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	26	-	-	-	-	-	-

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 10, 10 and 10 respectively.

BALANCE SHEET
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	71	-	39	39	39	39	39
Receivables	6	6	6	6	6	6	6
Amounts receivable for services.....	33	30	30	30	-	-	-
Prepayments	5	5	5	5	5	5	5
Total current assets	115	41	80	80	50	50	50
NON-CURRENT ASSETS							
Amounts receivable for services.....	-	-	-	-	30	60	90
Plant and equipment.....	14	43	51	56	61	31	1
Restricted cash	6	3	6	6	6	6	6
Total non-current assets.....	20	46	57	62	97	97	97
TOTAL ASSETS.....	135	87	137	142	147	147	147
CURRENT LIABILITIES							
Payables	32	23	29	29	29	29	29
Provision for employee entitlements	182	163	182	182	182	182	182
Accrued salaries	3	14	6	6	6	6	6
Other.....	5	-	5	5	5	5	5
Total current liabilities.....	222	200	222	222	222	222	222
NON-CURRENT LIABILITIES							
Provision for employee entitlements	82	77	82	82	82	82	82
Other.....	2	-	2	2	2	2	2
Total non-current liabilities	84	77	84	84	84	84	84
TOTAL LIABILITIES.....	306	277	306	306	306	306	306
EQUITY							
Contributed equity	25	27	27	32	37	37	37
Accumulated surplus/(deficit)	(196)	(217)	(196)	(196)	(196)	(196)	(196)
Total equity.....	(171)	(190)	(169)	(164)	(159)	(159)	(159)
TOTAL LIABILITIES AND EQUITY	135	87	137	142	147	147	147

**CASHFLOW STATEMENT
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	1,216	1,119	1,338	1,359	1,427	1,461	1,504
Capital contribution	-	2	2	5	5	-	-
Holding account drawdowns	35	33	33	30	30	-	-
Net cash provided by State Government.....	1,251	1,154	1,373	1,394	1,462	1,461	1,504
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(828)	(901)	(888)	(910)	(938)	(972)	(1,001)
Superannuation	(78)	(43)	(43)	(43)	(43)	(43)	(43)
Supplies and services	(121)	(90)	(165)	(165)	(176)	(176)	(177)
Accommodation	(93)	(15)	(172)	(172)	(205)	(205)	(218)
Goods and services tax	(25)	(22)	(22)	(22)	(22)	(22)	(22)
Other.....	(53)	(64)	(64)	(63)	(54)	(59)	(59)
Receipts							
Goods and services tax	24	12	12	12	12	12	12
Other receipts	4	4	4	4	4	4	4
Net cash from operating activities.....	(1,170)	(1,119)	(1,338)	(1,359)	(1,422)	(1,461)	(1,504)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(3)	(35)	(67)	(35)	(40)	-	-
Net cash from investing activities.....	(3)	(35)	(67)	(35)	(40)	-	-
NET INCREASE/(DECREASE) IN CASH HELD	78	-	(32)	-	-	-	-
Cash assets at the beginning of the reporting period	(1)	-	77	45	45	45	45
Cash assets at the end of the reporting period.....	77	-	45	45	45	45	45

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Office:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
GST Input Credits.....	24	12	12	12
Other Revenue	2	2	2	2
Revenues from the Executive Vehicle Scheme.....	2	2	2	2
TOTAL.....	28	16	16	16

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

WA HEALTH

PART 7 - ATTORNEY GENERAL; MINISTER FOR HEALTH; ELECTORAL AFFAIRS

DIVISION 35

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 71 Net amount appropriated to deliver services ^(a)	472,897	680,366	704,026	754,969	815,498	854,433	912,130
Item 72 Contribution to Hospital Fund	2,678,722	2,661,970	2,804,451	3,027,043	3,194,059	3,375,903	3,569,821
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975 ^(b)	503	531	531	560	591	591	591
- Lotteries Commission Act 1990	89,687	88,900	88,900	91,381	93,933	96,558	99,626
Total appropriations provided to deliver services	3,241,809	3,431,767	3,597,908	3,873,953	4,104,081	4,327,485	4,582,168
CAPITAL							
Item 152 Capital Contribution	77,165	168,698	157,730	214,608	150,905	127,087	63,519
GRAND TOTAL	3,318,974	3,600,465	3,755,638	4,088,561	4,254,986	4,454,572	4,645,687

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

The mission of the State health system is to ensure the best achievable health status for all of the Western Australian community. In particular, the system will deliver:

- *strong public health and preventive measures to protect the community and promote health;*
- *high quality acute and chronic health care to those in need;*
- *appropriate health, rehabilitation and domiciliary care for all stages of life; and*
- *a continuing and cooperative emphasis on improving the health status of our Indigenous, rural and remote and disadvantaged populations.*

SIGNIFICANT ISSUES AND TRENDS

New Federal Partnership

- The Federal Government has identified health reform as a key priority area, and has committed to a number of health reform initiatives as part of its 2007 election commitments. A key aim for Western Australia is to ensure maximum integration between State and National health reform agendas. Particular areas of interest for Western Australia include improved cooperative arrangements in the areas of emergency demand management, ambulatory care and improving the interface between public hospitals and aged care.
- The new national commitment to improving health outcomes for all Australians and health service delivery is reflected in the architecture of national reform, including a renewed emphasis on collaborative working through the Council of Australian Governments (COAG) and the establishment of the National Health and Hospitals Reform Commission (NHHRC). The NHHRC, which includes the Hon Dr Geoff Gallop, former Premier of Western Australia among its membership, has been tasked with developing a long-term health reform plan for Australia by mid 2009.

- The current Australian Health Care Agreement (AHCA), the funding agreement by which the Commonwealth Government contributes funding for public hospitals, expires on 30 June 2008. At the COAG meeting on 26 March 2008, Western Australia with the Commonwealth and all other State and Territory Governments agreed that a new health care agreement would be signed in December 2008, with a commencement date of 1 July 2009. In an interim arrangement, the Commonwealth Government has committed to the provision of an immediate one-off injection of \$500 million nationally for expenditure in 2008-09 (Western Australia's share will be approximately \$45 million). The existing AHCA will be rolled over to 30 June 2009.
- Major Commonwealth Government health related election commitments are:
 - a \$600 million program nationally over four years to tackle elective surgery waiting times. The first phase of this program has seen \$150 million allocated nationally for an elective surgery 'blitz' targeting patients who are waiting longer than the clinically recommended guidelines. Western Australia's share of this allocation is \$15.4 million, with a commitment to deliver an additional 2,720 elective surgery cases in 2008;
 - establishment of General Practitioner (GP) Super Clinics as a key element in building a stronger primary care system, including a greater focus on health promotion and illness prevention and better coordination between GP services, community health and services provided by the State Government. Two GP Super Clinics have been announced in Western Australia at Midland and Wanneroo, with a funding commitment of up to \$5 million for each clinic from the Commonwealth Government, matched by an equivalent commitment by the Western Australian Government;
 - a Commonwealth Dental Health Program to assist State and Territory Governments to reduce waiting lists for public dental services;
 - incentives to increase the employed nursing and midwifery workforce by encouraging nurses and midwives who have not been employed for at least 12 months to return to the workforce;
 - a \$158 million program nationally over five years to create up to 2,000 additional transitional care places for older Australians waiting in hospital for a residential aged care bed;
 - a \$300 million program nationally to provide zero interest loans to aged care service providers to enable up to an additional 2,500 permanent places to be created; and
 - establishment of a Preventative Health Care Taskforce to develop a plan for the future of preventative health in Australia to increase the health of the population and improve workforce participation and productivity.

Operational Priorities for 2008-09

- Using the strategic and operational planning framework established by Strategic Intent 2005-10, the following high level priorities for 2008-09 have been developed for WA Health.

Healthy Workforce

- The sustainability of the health workforce required to deliver our services into the future remains a major challenge for WA Health.
- Key areas of focus and priority remain on attraction and retention strategies for the health workforce, implementation of work-life balance initiatives, encouraging and facilitating workforce innovation, increasing the recruitment of Indigenous health professionals, undertaking workforce modelling and transition planning for future workforce requirements, and assessing workforce satisfaction.

Healthy Hospitals, Health Services and Infrastructure

- The management of demand for WA Health's services remains a critical challenge.
- Elective surgery targets for 2008-09 will be to ensure that 90 per cent of Category 1 patients receive their surgery within 30 days, and all Category 2 and 3 patients receive their surgery within 90 days and 365 days respectively.
- The performance of WA Health's Emergency Departments in terms of patient access will continue to be managed in accordance with the access times for triage categories recommended by the Australian College of Emergency Medicine.
- Initiatives to better manage demand on public hospital services will include increasing the throughput of activity at GP After Hours clinics, increasing day surgery rates, delivering 1,000 Ambulatory Surgery Cases per month, and using alternatives to inpatient care, such as the Hospital in the Home and Rehabilitation in the Home programs.

- WA Health's strong focus on safety and quality will continue through implementation of the Safety and Quality Investment for Reform (SQuIRE) and Patient First programs. Implementation of WA Health's approved capital works program (as shown in the accompanying table) will be further progressed during 2008-09, including the following major metropolitan and country developments:
 - \$1.76 billion Fiona Stanley Hospital;
 - \$77 million Busselton Integrated District Hospital;
 - \$65 million Cancer Centre Stage Two;
 - \$71 million PathWest development;
 - \$115 million Rockingham-Kwinana District Hospital Redevelopment;
 - \$114 million Hedland Regional Resource Centre;
 - \$131 million Joondalup Health Campus Development including expansion of the inpatient mental health unit; and
 - \$51 million Broome Regional Resource Centre and Mental Health Unit.

	Estimated Total Cost \$'000	Estimated Expend- iture to 30-06-08 \$'000	2007-08 \$'000	2008-09 \$'000	2009-10 \$'000	2010-11 \$'000	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	Out-years \$'000
Works in Progress Commenced before 30 June 2009												
Equipment												
Equipment Replacement Program.....	241,400	130,964	38,930	38,755	5,000	5,000	25,000	26,245	10,436	-	-	-
Hospitals, Health Centres and Community Facilities												
Albany Regional Resource Centre - Redevelopment Stage 1.....	44,104	205	205	4,850	15,010	17,109	6,550	380	-	-	-	-
Armadale-Kelmscott Hospital Development	15,970	2,864	2,576	8,650	4,456	-	-	-	-	-	-	-
Broome Regional Resource Centre - Inpatient Mental Health Unit	9,422	200	200	6,000	2,700	522	-	-	-	-	-	-
Broome Regional Resource Centre - Redevelopment Stage 1.....	42,000	16,817	13,133	11,692	9,628	3,863	-	-	-	-	-	-
Bunbury - Replacement Dental Clinic	3,186	3,143	1,450	43	-	-	-	-	-	-	-	-
Busselton Integrated District Health Service - Replacement.....	77,400	387	387	9,288	16,254	28,639	22,290	542	-	-	-	-
Country Staff Accommodation - Stage 3.....	27,666	13,989	3,000	5,800	3,900	380	3,597	-	-	-	-	-
Country Staff Accommodation - Stage 4.....	10,000	500	500	5,000	4,390	110	-	-	-	-	-	-
Denmark Multi-Purpose Centre - Replacement	18,000	14,726	11,690	3,274	-	-	-	-	-	-	-	-
Fiona Stanley Hospital - New Stage 1	1,761,500	14,597	12,117	84,305	184,851	243,228	544,211	337,697	319,365	33,246	-	-
Fremantle Hospital - Holding	15,000	50	50	5,240	4,350	3,800	1,560	-	-	-	-	-
Graylands Hospital - Redevelopment Planning.....	600	300	168	300	-	-	-	-	-	-	-	-
Harvey Hospital - Redevelopment	6,200	33	33	630	3,550	1,873	114	-	-	-	-	-
Hedland Regional Resource Centre - Replacement Stage 2.....	114,000	7,968	6,602	55,766	47,852	2,414	-	-	-	-	-	-
Joondalup Health Campus - Development Stage 1	119,007	1,750	50	49,337	55,366	8,803	3,724	27	-	-	-	-
Joondalup Health Campus - Inpatient Mental Health Unit	12,315	9,324	9,324	2,991	-	-	-	-	-	-	-	-
Kalamunda Hospital - Redevelopment Stage 2.....	15,439	200	200	2,750	743	4,861	6,755	130	-	-	-	-
Kalgoorlie Regional Resource Centre Redevelopment Stage 1.....	40,000	300	300	2,800	10,720	17,430	8,680	70	-	-	-	-
KEMH - Holding	18,101	2	2	6,097	7,000	4,200	613	38	151	-	-	-
KEMH - Lift upgrade Block B.....	500	500	500	-	-	-	-	-	-	-	-	-
KEMH - Negative Pressure Isolation Rooms.....	900	200	200	700	-	-	-	-	-	-	-	-
KEMH Holding - Emergency Generator Upgrade.....	400	50	50	350	-	-	-	-	-	-	-	-
KEMH Holding - Fire Safety System	250	250	250	-	-	-	-	-	-	-	-	-
Kimberley - Various Health Project Developments.....	45,300	44,625	12,200	675	-	-	-	-	-	-	-	-
Kununurra Integrated District Health Service - Development	6,130	5,230	-	900	-	-	-	-	-	-	-	-
Mandurah Community Health Centre - Development Stage 2.....	3,418	175	175	3,018	225	-	-	-	-	-	-	-
Moora Multi-Purpose Centre - Redevelopment.....	8,529	8,371	88	158	-	-	-	-	-	-	-	-
Morawa and Perenjori Multi-Purpose Centre - Replacement	9,130	8,220	6,878	910	-	-	-	-	-	-	-	-
Murray District Health Centre - Development	5,470	1,620	1,620	3,800	50	-	-	-	-	-	-	-
Nickol Bay Hospital - Roof Replacement.....	2,500	150	150	2,350	-	-	-	-	-	-	-	-

	Estimated Total Cost	Estimated Expend- iture to 30-06-08	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Out-years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Osborne Park Hospital												
Reconfiguration Stage 1	79,039	50	50	3,500	15,000	10,700	4,000	15,000	21,270	9,079	440	-
Peel Health Campus Emergency												
Department Expansion	3,000	2,660	2,411	340	-	-	-	-	-	-	-	-
PMH - Eating Disorders Clinic	4,650	440	440	4,110	100	-	-	-	-	-	-	-
PMH Holding - Procedure Room	600	600	173	-	-	-	-	-	-	-	-	-
Princess Margaret Hospital (PMH)												
Holding	10,398	323	323	5,900	4,175	-	-	-	-	-	-	-
QEII MC - New Pathology Facility	71,400	411	411	4,499	20,270	31,480	14,740	-	-	-	-	-
Queen Elizabeth II Medical Centre												
Trust (QEII MC) - Contribution to new Research Facility	25,000	2,489	2,489	11,635	10,876	-	-	-	-	-	-	-
Rockingham-Kwinana Hospital -												
Redevelopment Stage 1	115,243	38,674	34,250	59,772	16,258	539	-	-	-	-	-	-
Royal Perth Hospital – Holding	9,825	4,080	952	500	2,638	2,607	-	-	-	-	-	-
SCGH - Development Stage 1	378,442	92	92	1,728	30,683	47,087	65,593	161,324	71,935	-	-	-
Sir Charles Gardiner Hospital												
(SCGH) - Cancer Centre Stage 2	65,399	344	344	4,478	27,264	32,913	400	-	-	-	-	-
South West Health Campus (SWHC)												
- Inpatient Mental Health Unit												
Expansion	6,584	6,512	3,800	72	-	-	-	-	-	-	-	-
Swan Health Campus - New Stage 1	181,200	50	50	6,550	9,000	60,000	80,000	25,350	250	-	-	-
SWHC - New Mental Health Clinic	3,274	3,231	1,400	43	-	-	-	-	-	-	-	-
SWHC - New Radiotherapy Facility	8,500	200	200	800	5,908	1,592	-	-	-	-	-	-
Wyndham Multi-Purpose Centre –												
Development	4,500	563	200	3,937	-	-	-	-	-	-	-	-
Other Projects												
Carryover – Various	1,857	1,340	33	164	164	189	-	-	-	-	-	-
Commonwealth Elective Surgery												
Initiative (Elective Surgery Blitz)...	2,800	700	700	2,100	-	-	-	-	-	-	-	-
Corporate and Shared Services												
Reform Health Corporate Network (HCN)	29,832	12,813	7,024	3,452	11,328	2,239	-	-	-	-	-	-
ICT	326,227	10,340	7,804	27,722	15,000	30,000	26,700	35,000	35,000	33,300	46,506	66,659
Information and Communication												
Technology (ICT) - Pharmacy												
Management Application	8,773	3,343	3,343	5,430	-	-	-	-	-	-	-	-
Infrastructure Planning	13,239	11,700	140	1,000	82	-	457	-	-	-	-	-
Minor Buildings Works	253,430	86,086	33,352	23,000	18,000	13,518	28,600	30,800	33,375	20,051	-	-
Upgrade of the HCN Human												
Resource Information System	7,024	3,924	3,924	2,100	1,000	-	-	-	-	-	-	-
Western Australian Country Health												
Service –PACS for Regional												
Resource Centres	6,500	3,670	3,670	2,830	-	-	-	-	-	-	-	-
Total Works in Progress	4,290,573	482,345	230,603	492,091	563,791	575,096	843,584	632,603	491,782	95,676	46,946	66,659
Completed Works												
Equipment												
Communication Infrastructure	11,000	11,000	1,043	-	-	-	-	-	-	-	-	-
Hospitals, Health Centres and Community Facilities												
Carnarvon - Sobering Up Centre	500	500	500	-	-	-	-	-	-	-	-	-
Carnarvon Integrated Health Service												
- Redevelopment Stage 1	2,908	2,908	2,559	-	-	-	-	-	-	-	-	-
Community Health Facilities -												
Expansion State-wide	6,202	6,202	555	-	-	-	-	-	-	-	-	-
Denmark Multi-Purpose Centre -												
Planning and Upgrade	1,500	1,500	1,027	-	-	-	-	-	-	-	-	-
Hedland Regional Resource Centre -												
Replacement Stage 1 Residential												
Care	14,400	14,400	92	-	-	-	-	-	-	-	-	-
Kalumburu - Replacement Health												
Clinic	1,300	1,300	1,300	-	-	-	-	-	-	-	-	-
Mental Health Initiatives	7,980	7,980	647	-	-	-	-	-	-	-	-	-
Morawa Multi-Purpose Centre - Fees and Initial Works	890	890	352	-	-	-	-	-	-	-	-	-
North Perth - Dental Clinic												
Extension	300	300	289	-	-	-	-	-	-	-	-	-
Port Hedland Regional Resource												
Centre - Interim Works	2,505	2,505	295	-	-	-	-	-	-	-	-	-
Royal Perth Hospital - Emergency												
Department Expansion	5,983	5,983	5,983	-	-	-	-	-	-	-	-	-
SCGH - Neurosciences Centre	5,505	5,505	1,505	-	-	-	-	-	-	-	-	-
Swan District Hospital - Obstetrics Unit	1,903	1,903	3	-	-	-	-	-	-	-	-	-
Swan Health Campus - Land for New Facility	11,300	11,300	50	-	-	-	-	-	-	-	-	-

	Estimated Total Cost	Estimated Expend- iture to 30-06-08	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Out-years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other Projects												
Information and Communications Technology Shared Services – Relocation.....	379	379	339	-	-	-	-	-	-	-	-	-
Land Acquisition	5,750	5,750	1,663	-	-	-	-	-	-	-	-	-
Pathways Home Program	23,000	23,000	21,526	-	-	-	-	-	-	-	-	-
Picture Archive and Communication System – Stage 1 Metro and Country.....	6,500	6,500	1,375	-	-	-	-	-	-	-	-	-
State-wide Condition Audit – Stage 2	17,502	17,502	353	-	-	-	-	-	-	-	-	-
Total Completed Works	127,307	127,307	41,456	-	-	-	-	-	-	-	-	-
New Works												
Equipment												
Kimberley Renal Support Service.....	1,400	-	-	632	768	-	-	-	-	-	-	-
Neonatal Medical Equipment.....	875	-	-	350	175	175	175	-	-	-	-	-
Hospitals, Health Centres and Community Facilities												
Bentley Hospital - Development	10,341	-	-	-	-	300	2,750	4,800	2,340	151	-	-
Carnarvon Integrated District Health Service - Redevelopment Stage 2 ...	6,000	-	-	-	-	200	757	4,248	769	26	-	-
Eastern Wheatbelt District (including Merredin) - Development and Restructuring	9,000	-	-	-	93	540	4,386	3,354	627	-	-	-
Esperance Integrated District Health Service – Redevelopment.....	13,000	-	-	-	900	4,500	7,000	600	-	-	-	-
Fremantle Hospital - Reconfiguration Stage 1	13,211	-	-	-	-	465	2,002	8,771	1,973	-	-	-
GP Super Clinics	10,000	-	-	5,000	5,000	-	-	-	-	-	-	-
Graylands Hospital - Development Stage 1	16,084	-	-	-	800	1,850	8,700	4,624	110	-	-	-
Peel Health Campus - Development Stage 1	3,444	-	-	-	50	200	2,500	650	44	-	-	-
Princess Margaret Hospital - Redevelopment/ Replacement	206,799	-	-	-	-	520	7,800	26,000	98,800	59,328	11,440	2,911
Shenton Park – Holding	5,000	-	-	2,726	1,634	640	-	-	-	-	-	-
SWHC - Intensive Care Unit.....	300	-	-	300	-	-	-	-	-	-	-	-
Upper Great Southern District (including Narrogin) – Development and Restructuring.....	9,000	-	-	-	90	534	4,437	3,219	720	-	-	-
WACHS and South West Area Health Service Rural Various 12 Year program for allocation.....	20,853	-	-	-	-	4,889	9,508	3,866	2,590	-	-	-
Other Projects												
Country Transport Initiatives	3,326	-	-	517	1,029	1,780	-	-	-	-	-	-
Mandatory Reporting of Child Sexual Abuse.....	20	-	-	20	-	-	-	-	-	-	-	-
Total New Works	328,653	-	-	9,545	10,539	16,593	50,015	60,132	107,973	59,505	11,440	2,911
Total Capital Works Program	4,746,533	609,652	272,059	501,636	574,330	591,689	893,599	692,735	599,755	155,181	58,386	69,570

Healthy Partnerships

- WA Health aims to ensure effective collaboration and partnerships with key stakeholders in health care delivery.
- Health Networks, which bring together relevant clinical expertise and consumer input to plan the future development and delivery of services for major disease conditions, are a primary focus for this engagement. The focus of the Networks in 2008-09 will include both developmental work on new models of care and implementation of recommendations for improving service design and delivery.
- A strong focus will remain on improving rural and remote health service delivery through continued implementation of the WA Country Health Service's (WACHS) Foundations for Country Health Services 2007-10 Plan.
- A second round of Research Translation Projects will be implemented as part of the strategic plan for health and medical research in Western Australia.

Healthy Communities

- WA Health's focus on health promotion and disease prevention will continue through implementation of the Health Promotion Strategic Framework 2007-11 and the Western Australian Tobacco Action Plan 2007-11.
- The Office of Aboriginal Health will continue implementation of the National Strategic Framework for Aboriginal and Torres Strait Islander Health. Service initiatives are planned for Indigenous mental health, the provision of counselling services for Indigenous children at risk, and antenatal and postnatal care.
- The recommendations of the Anaphylaxis Expert Working Committee report will be implemented.

Healthy Resources

- A strong focus on disciplined budget management will be maintained.
- Key priorities for 2008-09 include:
 - continue implementation of the Information and Communication Technology Strategy;
 - progress implementation of a population and output-based resource allocation model for WA Health; and
 - finalise transition planning for the expansion of the Rockingham-Kwinana District Hospital and develop a transition plan for the Fiona Stanley Hospital.

Healthy Leadership

- Developing leadership capability and capacity is a key priority for WA Health.
- In 2008-09, key initiatives will include:
 - continue the delivery of leadership development programs and the Graduate Development Program; and
 - ensure governance, transparency and accountability at all levels of management.

MAJOR POLICY DECISIONS

Details of major policy decisions impacting on the WA Health's Income Statement since publication of the 2007-08 Budget to Parliament on 10 May 2007 are outlined below.

	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Attention Deficit Hyperactivity Disorder Teams	756	1,579	3,304	-
Broome Mental Health Unit	-	3,223	3,858	4,070
Expansion of Renal Services in the Kimberley	866	881	897	956
Increase in Neonatal Demand	1,750	2,919	4,150	5,377
Management of Anaphylaxis	1,985	2,030	1,720	-
Mandatory Reporting of Child Sexual Abuse	2,564	3,174	3,321	3,474
Mental Health Strategy	15,146	17,658	18,357	19,367
Western Australian Illicit Amphetamine Summit Programs	2,916	3,029	3,174	-

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget ^(d) \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Admitted Patient Services.....	2,159,600	2,216,985	2,346,474	2,504,401			
<i>Service 2:</i>							
Specialised Mental Health Services	147,783	179,370	182,992	194,937			
<i>Service 3:</i>							
Hospital In The Home Services.....	13,921	18,006	17,338	18,145			
<i>Service 4:</i>							
Palliative Care.....	16,445	17,341	17,616	18,250			
<i>Service 5:</i>							
Emergency Department Services.....	124,559	128,112	141,625	147,061			
<i>Service 6:</i>							
Non-Admitted Patient Services	550,963	570,325	614,309	643,772			
<i>Service 7:</i>							
Patient Transport Services	65,008	69,309	70,553	72,492			
<i>Service 8:</i>							
Prevention and Promotion Services.....	185,275	196,838	207,845	216,318			
<i>Service 9:</i>							
Health Protection Services.....	62,256	57,415	78,096	58,418			
<i>Service 10:</i>							
Dental Health Services	60,611	60,816	60,938	63,380			
<i>Service 11:</i>							
Home and Community Care Services	153,055	166,248	166,385	180,127			
<i>Service 12:</i>							
Aged Care Assessment Services.....	26,290	30,626	34,734	41,712			
<i>Service 13:</i>							
Community Mental Health Services	158,605	149,045	175,213	188,689			
<i>Service 14:</i>							
Residential Care.....	75,843	86,807	81,158	84,256			
<i>Service 15:</i>							
Residential Mental Health Care.....	6,497	6,728	8,446	13,329			
<i>Service 16:</i>							
Chronic Illness and Continuing Care Support....	30,711	34,838	34,312	34,925			
<i>Service 17:</i>							
Drug and Alcohol Services.....	42,496	45,746	49,765	54,929			
Total Cost of Services ^(a)	3,879,918	4,034,555	4,287,799	4,535,141	4,761,453	5,002,861	5,281,983
<i>Less Income.....</i>	<i>629,658</i>	<i>594,225</i>	<i>680,188</i>	<i>651,150</i>	<i>645,234</i>	<i>663,238</i>	<i>687,677</i>
Net Cost of Services ^(a)	3,250,260	3,440,330	3,607,611	3,883,991	4,116,219	4,339,623	4,594,306
Adjustments ^(b)	(8,451)	(8,563)	(9,703)	(10,038)	(12,138)	(12,138)	(12,138)
Appropriation Provided to Deliver Services ^(a)	3,241,809	3,431,767	3,597,908	3,873,953	4,104,081	4,327,485	4,582,168
Appropriation for Capital Contribution to meet equity needs ^(c)	77,165	168,698	157,730	214,608	150,905	127,087	63,519
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	3,318,974	3,600,465	3,755,638	4,088,561	4,254,986	4,454,572	4,645,687

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.
- (d) 2007-08 Budget Estimates for Services 1, 3, 12 and 14 have been adjusted to correct previous errors in service classifications. The adjustments, which are explained in detail under the tables for individual services, are necessary to enable meaningful comparisons to be made from the above table.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcomes	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	Restoration of patient health, safe delivery of newborns and support for patients and families during terminal illness.	<ol style="list-style-type: none"> 1. Admitted Patient Services 2. Specialised Mental Health Services 3. Hospital In The Home Services 4. Palliative Care 5. Emergency Department Services 6. Non-Admitted Patient Services 7. Patient Transport Services
	Improved health of the people of Western Australia by reducing the incidence of preventable disease, specified injury, disability and premature death.	<ol style="list-style-type: none"> 8. Prevention and Promotion Services 9. Health Protection Services 10. Dental Health Services
	Enhanced wellbeing and environment of those with chronic illness or disability.	<ol style="list-style-type: none"> 11. Home and Community Care Services 12. Aged Care Assessment Services 13. Community Mental Health Services 14. Residential Care 15. Residential Mental Health Care 16. Chronic Illness and Continuing Care Support 17. Drug and Alcohol Services

Outcomes and Key Effectiveness Indicators

More details of effectiveness indicators are provided in the annual report.

Outcome: Restoration of patients' health, safe delivery of newborns and support for patients and families during terminal illness.

Key Efficiency Indicators

Rate of unplanned hospital readmissions within 28 days to the same hospital for a related condition ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target ^(b)	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Rate of unplanned hospital readmissions within 28 days to the same hospital for a related condition.....	1.5%	<2.8%	1.5%	<2.8%	Target is based on a national benchmark.

- (a) Good medical and/or surgical intervention together with good discharge planning will decrease the likelihood of unplanned hospital readmissions. An unplanned readmission is an unplanned return to hospital as an admitted patient for the same or a related condition for which the patient had most recently been discharged. Unplanned readmissions necessitate patients spending additional periods of time in hospital as well as utilising additional hospital resources. Although there are some conditions that may require numerous admissions to enable the best level of care to be given, in most cases these readmissions to hospital would be planned. A low unplanned readmission rate suggests that good clinical practice is in operation. Only actual separations, not statistical discharges, are included. This is also an Australian Council on Healthcare Standards (ACHS) indicator.
- (b) Target is based on the most recently published national rate of 2.8 per cent for participating hospitals in 2006 as reported in Report on Government Services 2008.

Proportion of live births with an APGAR score of three or lower, five minutes post delivery ^(a)

Birthweight (grams)	2006-07 Actual	2007-08 Budget	2007-08 Estimated ^(b)	2008-09 Target ^(c)	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
0-1499	8.8%	≤16.6%	8.8%	≤13.8%	Target is based on a national benchmark.
1500-1999	0.3%	≤0.7%	0.1%	≤1.1%	
2000-2499	0.5%	≤0.5%	0.0%	≤0.5%	
2500 and over.....	0.1%	≤0.1%	0.1%	≤0.1%	

- (a) This indicator reports the number of live births of babies with a low APGAR score five minutes post delivery. 'APGAR score at five minutes' is an outcome indicator of the Government's objective to deliver maternity services that are safe and of high quality. APGAR stands for Activity (muscle tone/movement); Pulse; Grimace (reflex); Appearance (skin colour - blue etc.); and Respiration. A baby with a low APGAR score is more likely to have been affected by an antenatal or intrapartum event such as maternal haemorrhage, preterm labour or an infection.
- (b) Estimates for 2007-08 are based on available information.
- (c) Target is based on the most recently published national rates for participating hospitals in 2006 as reported in Report on Government Services 2008.

Proportion of Metropolitan Health Service Emergency Department patients seen within recommended times ^(a)

Birthweight (grams)	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target ^(b)	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Triage category 1 (immediately)	98.5%	100.0%	99.4%	100.0%	Target is based on a national benchmark.
Triage category 2 (within 10 minutes)	69.0%	80.0%	67.2%	80.0%	
Triage category 3 (within 30 minutes)	52.2%	75.0%	46.3%	75.0%	
Triage category 4 (within 60 minutes)	49.7%	70.0%	42.2%	70.0%	
Triage category 5 (within 2 hours)	79.8%	70.0%	75.7%	70.0%	

- (a) This indicator measures the percentage of patients in each triage category who were seen within the time periods recommended by the Australasian College of Emergency Medicine. When patients first enter an Emergency Department, they are assessed by specially trained nursing staff who judge how urgently treatment should be provided. The aim of this process, known as triage, is to ensure treatment is given in the appropriate time. This should prevent adverse conditions arising from deterioration in the patient's condition. Treatment within recommended times should assist in restoration to health either during an emergency visit or an admission to hospital, which may follow Emergency Department care.
- (b) The triage process and scores are recognised by the Australasian College of Emergency Medicine and are recommended for prioritising those who present to an Emergency Department. In a busy Emergency Department, when several people present at the same time, the service aims for the best outcome for all. Treatment should be within the recommended time of the triage category allocated. This is also an ACHS indicator and Report on Government Services 2008 indicator.

Outcome: Improved health of the people of Western Australia by reducing the incidence of preventable disease, specified injury, disability and premature death.

Key Efficiency Indicators

Loss of life from premature death due to identifiable causes of preventable disease or injury (in Western Australia) ^{(a) (b) (e)}

	1996 Actual	1997 Actual	1998 Actual	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	Target ^{(c) (d)}
Suicide.....	4.9	5.4	6.2	5.1	5.5	5.4	5.1	4.4	3.5	3.7	3.8
Ischaemic Heart Disease.....	8.4	7.0	6.9	6.4	5.7	6.1	5.6	4.6	4.8	4.4	5.4
Breast cancer.....	4.4	4.8	3.8	4.4	3.4	3.4	3.9	3.7	3.2	2.9	3.7
Lung cancer.....	3.7	3.2	3.4	3.5	3.3	3.2	3.3	3.3	2.9	2.7	3.1
Cervical cancer.....	0.7	0.5	0.6	0.6	0.5	0.5	0.4	0.6	0.4	0.4	0.3
Falls.....	0.4	0.3	0.3	0.4	0.3	0.4	0.3	0.2	0.3	0.3	0.3
Melanoma.....	0.7	0.8	0.7	0.7	0.6	0.7	0.7	0.8	1.0	0.9	0.8

- (a) Age standardised Person Years of Life Lost (PYLL) up to 74 years of age per 1,000 population.
- (b) International Classification of Diseases codes were used to select deaths for conditions known to be largely preventable. Although not all cases of these conditions will be avoidable, it is very difficult to assess what proportion is avoidable without extensive meta-analysis of the literature. The conditions identified above are those for which WA Health has screening or health promotion programs. Premature deaths from these conditions should be largely preventable. Although WA Health has programs specifically targeted at reducing the impact of these diseases and injuries, not all of the reduction in PYLL can be attributed to these programs; there are other influences outside of WA Health's jurisdiction.
- (c) Target based on national result 2004, as additional deaths registered in years following the year of occurrence may result in slight changes to some data shown in this report compared with previous years. Due to some cases still being before the Coroner's office, some deaths occurring in 2005 were not registered by the Australian Bureau of Statistics until later and were not included in this analysis. The preliminary nature of the 2005 death data is likely to affect the calculation of PYLLs for conditions, which contribute to the greatest proportion of deaths. Consequently, no trend analysis was applied to these data. Non-Western Australian residents who died in Western Australia were included. PYLL calculations were based on three year moving averages.
- (d) Target is benchmarked against the Australian National figures.
- (e) PYLL have been recalculated for all years as the method of calculation has been improved. The new method has resulted in higher PYLL values, but the relative trends over time have remained the same as found by the previous method.

Outcome: Enhanced wellbeing and environment of those with chronic illness or disability.

Key Efficiency Indicators

Rate per 1,000 target population who receive Home and Community Care services ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target ^(b)	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Rate per 1,000 target population.....	349	376	355	358	

- (a) This indicator measures the rate per 1,000 target population who receive Home and Community Care (HACC) services. The HACC program is a key provider of community care services to frail aged and younger people with disabilities, as well as to their carers. It provides services to support people living at home whose capacity for independent living is at risk. The services provided by HACC include domestic assistance, social support, nursing and allied health professional care, personal care, prepared meals, linen services, transport and respite care. If these services are available to the frail aged and carers, who may also be frail, the aged can decide when they are no longer able to manage at home. It is generally accepted that people value independence and prefer to live in their own homes and manage the tasks of daily living for as long as they are able. Without support services, the quality of life of those who are frail or disabled may not be sustained and carers may feel the remaining option is permanent care in a nursing home.
- (b) No existing national targets. Target is based on previous actuals and population projections.

Percentage of contacts with community-based public mental health non-admitted services within seven and 14 days post discharge from public mental health inpatient units ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target ^(b)	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Within seven days.....	55%	60%	56%	60%	
Within 14 days	66%	75%	68%	70%	

- (a) This indicator reports on clients with a principal diagnosis of any mental disorder who had contact with community-based public mental health non-admitted services within seven and 14 days following discharge from public mental health inpatient units. A large proportion of people with a severe and persistent psychiatric illness generally have a chronic or recurrent-type illness that results in only partial recovery between acute episodes and deterioration in functioning that can lead to problems in living an independent life. As a result, hospitalisation may be required with the need for ongoing clinical care from community-based non-admitted services following discharge. This type of care, for persons who have experienced an acute psychiatric episode requiring hospitalisation, is essential after discharge to maintain or improve clinical and functional stability and to reduce the likelihood of an unplanned readmission.
- (b) The time period of seven days has been recommended nationally as an indicative measure of follow-up with non-admitted services for people with a severe and persistent mental illness. There is currently no agreed target benchmark for the proportion of clients to be seen within a seven-day period. Target is based on previous actuals.

Service 1: Admitted Patient Services

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

	2006-07 Actual \$'000	2007-08 Budget ^(c) \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	2,159,600	2,216,985	2,346,474	2,504,401	
<i>Less Income.....</i>	297,499	275,131	301,843	292,350	2007-08 Estimated Actual includes a one-off workers compensation rebate.
Net Cost of Service ^(a)	1,862,101	1,941,854	2,044,631	2,212,051	
Adjustments ^(b)	(4,651)	(4,710)	(5,339)	(5,524)	
Appropriation for Delivery of Service ^(a)	1,857,450	1,937,144	2,039,292	2,206,527	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) 2007-08 Budget Estimates have been adjusted for comparability purposes. Non-government contracted hospital in the home services totalling \$1.8 million, previously incorrectly included in Service 1, have now been included in Service 3.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per case mix adjusted separation for teaching hospitals (excluding designated mental health wards)	\$4,667	\$4,794	\$5,373	\$5,591	
Average cost per case mix adjusted separation for non-teaching hospitals.....	\$3,907	\$4,033	\$4,285	\$4,493	
Average cost of admitted public patient treatment episodes in private hospitals.....	\$2,120	\$2,036	\$2,092	\$2,305	
Cost per capita of supporting treatment of patients in public hospitals.....	\$70	\$64	\$68	\$68	

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per occasion of service for PathWest functions performed at, or managed by, the QEII site of PathWest.....	\$21	\$22	\$21	\$22	
Average cost per bed day for admitted patients (selected small rural hospitals)	\$1,179	\$887	\$1,230	\$1,291	
Full Time Equivalents (FTEs)	19,405	20,514	20,187	20,574	

Major Achievements For 2007-08

Elective Surgery

- The Short Stay Unit in the North Metropolitan Area Health Service (NMAHS) has made seven beds available for elective surgical patients. This allows utilisation of multi-day beds for emergency patients.
- The elective surgery blitz forms Stage One of the Commonwealth Government's Elective Surgery Wait List Reduction Plan. WA Health has received \$15.4 million from the Commonwealth Government to provide an additional 2,720 elective surgery wait list procedures during the 2008 calendar year for patients who have waited longer than is clinically appropriate. There is particular focus on delivering the additional activity via Princess Margaret Hospital, Osborne Park Hospital, Kaleeya Hospital, the Western Australian Country Health Service (WACHS) and through targeted purchase of private sector activity.
- Clinical service redesign projects for elective surgery are occurring within the South Metropolitan Area Health Service (SMAHS) and Princess Margaret Hospital for Children. Clinical service redesign refers to redesigning and improving care according to the patient's needs, where every step in the patient journey will be examined and improved. The aim is to minimise the time taken for patients to move across different settings in the hospital and the community and for patients to receive care within agreed timeframes and to stay in hospital no longer than is clinically needed.

Service planning and development

- The Child and Adolescent Health Service implemented an additional procedure list per week for botox injections as part of the Cerebral Palsy Mobility Service and clinics for orthopaedics and obstructive pulmonary disease.
- The Johanna Sewell Adolescent Oncology Ward was opened at Princess Margaret Hospital for Children. The ward provides care for adolescents and young adults with cancer in an age appropriate environment. Additional nursing and medical staff have been appointed and a number of adolescent patients are being seen.
- Under a service contract, a 15 bed rehabilitation unit was opened at South Perth Hospital in February 2008, allowing beds at Sir Charles Gairdner Hospital to be used for more acute cases.
- Access to ten public medical beds at Hollywood Hospital has been secured. These beds will be used on an ad-hoc basis to address peak demand periods in public hospitals.
- An outpatient clinic was constructed at the former Perth Dental Hospital site to accommodate podiatry and diabetes patients.
- The SMAHS implemented the following services in the Emergency Departments at Royal Perth Hospital, Fremantle Hospital, Armadale-Kelmscott Memorial Hospital and Rockingham-Kwinana District Hospital:
 - early identification of Care Awaiting Placement and 'at risk' elderly patients;
 - integrated pathways for care resulting in reduced length of stay; and
 - conducted a gap analysis to aid preparation of actions to enhance integrated service provision for elderly patients.
- The SMAHS progressed the Fiona Stanley Hospital project in 2007-08. The project design brief has been completed and service plans for the major clinical groups have been outlined in the approved Clinical Service Plan. A master plan has been completed and initial consultation with the construction industry has commenced.
- Two nurse practitioner posts have been established at Fremantle Hospital's Emergency Department.

- A Renal Nurse Practitioner has been appointed at Armadale-Kelmscott Memorial Hospital.
- Review and evaluation of the effectiveness and efficiency of Kaleeya Hospital's visiting midwifery service will be completed by June 2008.
- The tender for construction of the Murray District Health Centre at Pinjarra was awarded in December 2007 and construction commenced in January 2008.
- The country clinical equipment upgrade program has commenced, including:
 - provision of bariatric beds to all Regional Resource Centres to improve services for overweight patients;
 - replacement and standardisation of transport ventilators;
 - replacement of sterilisers at Bunbury, Kalgoorlie and Port Hedland Regional Resource Centres and at Busselton Hospital; and
 - expansion of the bed replacement program for country hospitals.

Specialist Services

- The contract for expansion of the Melville renal dialysis service and for a new renal dialysis service at Rockingham-Kwinana District Hospital was tendered in February 2008.
- The Major Trauma Unit at Royal Perth Hospital Emergency Department opened in February 2008. This was followed by the opening of the State Adult Burns Unit in March 2008.
- Visiting specialist services have been increased in the Great Southern, the Kimberley and the Mid West. The Great Southern has more visiting specialists in the fields of vascular surgery, cardiology orthopaedics, palliative care, rheumatology, sleeping disorders, geriatrics and obstetrics. The Kimberley has more visiting specialists in the fields of obstetrics, gynaecology and ophthalmology, while the Mid West has enjoyed a boost in the numbers of specialist oncologists servicing the region.
- The Inpatient Therapy Team has been expanded in Bunbury, enabling the development of referral processes and a program of therapy groups across inpatient, rehabilitation and community services.

Obstetrics

- In partnership with Rural Health West, the WACHS implemented the following initiatives:
 - a GP obstetric mentoring scheme;
 - assisting country units to apply for local training accreditation;
 - supporting rural and remote practitioners through Telehealth; and
 - development of a defined procedural GP Obstetric training pathway.
- Medical and nursing directors for the state-wide Obstetric Support Unit have been recruited.
- Reform strategies have been implemented and inpatient services are effectively reducing the length of stay.

Workforce

- Two new nursing training programs commenced in 2007-08. The 'Assistant in Nursing' program will train 35 people per quarter to assist nurses within area health services while the 'Getting Nurses Back to the Workforce' program seeks to attract 620 nurses back to the public health workforce over five years.
- A Medical Workforce Unit has been established to coordinate and facilitate the recruitment and induction of medical staff to salaried positions within the WACHS.
- A medical clinical reform director position has been established within the WACHS to implement a medical workforce strategic plan.
- The 'Ocean to Outback' nurse recruitment program that allows level 1 and 2 nurses to work in four country health sites for three months at each site has been increased with 18 placements offered. Additional programs including 'Country

to Coast', 'Crocs to Rocks' and 'Nursing with Adventures' have been introduced for other target nursing groups with 18 placements offered.

- Graduate nurse placements in country areas have increased by 11 per cent from 52 in 2007 to 58 at the end of February 2008. A total of 85 placements will be available in 2008.

Major Initiatives For 2008-09

Elective Surgery

- The SMAHS and Princess Margaret Hospital for Children will implement the prioritised recommendations of clinical service redesign projects for elective surgery.

Service planning and development

- SMAHS will implement recommendations of the clinical service redesign projects.
- The Assistant in Nursing Model of Care will be developed and implemented by the Child and Adolescent Health Service.
- The Child and Adolescent Health Service will appoint additional outpatient nursing and medical staff to the Johanna Sewell Adolescent Oncology Ward to service the increased numbers of patients being seen in the ward.
- The Child and Adolescent Health Service will also construct a dedicated ward for eating disorders at Princess Margaret Hospital for Children. A day program will minimise inpatient admissions while a comprehensive outpatient service will involve a training and education program.
- Sir Charles Gairdner Hospital will establish a clinical redesign program to enhance patient flow in the Emergency Department, in general medicine and in neurosurgery.
- The SMAHS will progress the Fiona Stanley Hospital project in the following ways:
 - managing contractor will be appointed;
 - schematic design will be completed and earthworks and building construction will commence; and
 - health service will continue clinical consultation to identify priorities for changes in service delivery as part of the reform process that underlies the design of the hospital.
- The SMAHS will commence the Intensive Care Unit Expansion Project with the addition of seven intensive care/high dependency beds at Fremantle Hospital.
- The SMAHS is also scheduled to open a vascular theatre at Royal Perth Hospital in late 2008. The theatre will provide facilities for endoluminal work.
- The Murray District Health Centre at Pinjarra is scheduled for completion in November 2008.
- The WACHS will pilot a model in the Bunbury Regional Resource Centre to admit patients to regional and district hospitals for detoxification from alcohol and drugs. The WACHS will work in partnership with local community drug service teams and Indigenous services to ensure that patients have an appropriate plan for ongoing treatment.

Specialist Services

- The new Rockingham-Kwinana District Hospital dialysis unit is planned to be opened in December 2008. The contracted renal dialysis service replacement unit in Melville is scheduled to be operational by March 2009.

Obstetrics

- The Women and Newborn Health Service will commence planning for a comprehensive ongoing online database mapping maternity services and personnel across Western Australia.
- The Women and Newborn Health Service will deliver In-TIME train the trainer courses to a further four peripheral maternity units.

- The Women and Newborn Health Service will also undertake an obstetrics review in collaboration with the State Obstetric Services Unit.

Service 2: Specialised Mental Health Services

Specialised mental health services include authorised mental health units that are hospitals or hospital wards devoted to the specialised treatment and care of patients with psychiatric, mental or behavioural disorders. Specialised mental health care is also provided in designated mental health wards in acute hospitals.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	147,783	179,370	182,992	194,937	Additional funding for the Mental Health Strategy.
<i>Less Income</i>	390	-	-	-	
Net Cost of Service ^(a)	147,393	179,370	182,992	194,937	
Adjustments ^(b)	(365)	(381)	(419)	(433)	
Appropriation for Delivery of Service ^(a)	147,028	178,989	182,573	194,504	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per bed day in specialised mental health units for adults, children and adolescents	\$880	\$874	\$934	\$991	
Average cost per bed day in older persons mental health inpatient units	\$698	\$786	\$928	\$972	
Full Time Equivalents (FTEs)	2,365	2,753	2,403	2,451	

Major Achievements For 2007-08

- Planning for the construction of the acute mental health inpatient facility for adults and older people continued as part of the Rockingham-Kwinana District Hospital Redevelopment under the WA Health Clinical Services Framework.
- Construction of facilities to provide 18 additional beds for the acute psychiatric unit at the South West Health Campus in Bunbury was completed. The Minister for Health opened the unit in December 2007.
- The implementation of the Governance and Performance Unit in NMAHS Mental Health has progressed with the creation and classification of two positions.
- Ward 9 in the Bentley Mental Health Service opened with eight rehabilitation beds in March 2008.
- A contract was signed between WA Health and a private clinic for the provision of ten beds for voluntary public mental health patients. This has allowed patients from the Sir Charles Gairdner Hospital Emergency Department to receive care in a more appropriate clinical setting.

Major Initiatives For 2008-09

- Construction of the acute mental health inpatient facility for adults and older people is to be progressed as part of the Rockingham-Kwinana District Hospital campus redevelopment under the WA Health Clinical Services Framework.
- Planning for the construction of Broome Mental Health Inpatient Unit will commence.

Service 3: Hospital In The Home Services

Hospital in the Home (HITH) is the delivery of short-term acute services in the patient's home for conditions that traditionally required hospital admission and inpatient treatment. HITH services are based on daily home visits by nurses with medical governance usually provided by a hospital-based doctor. Patients who may receive HITH services include those who can be safely cared for without constant monitoring, such as those who may require regular intravenous drug treatments or wound dressings.

	2006-07 Actual \$'000	2007-08 Budget ^(c) \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	13,921	18,006	17,338	18,145	
<i>Less Income</i>	-	-	-	-	
Net Cost of Service ^(a)	13,921	18,006	17,338	18,145	
Adjustments ^(b)	(30)	(34)	(35)	(36)	
Appropriation for Delivery of Service ^(a)	13,891	17,972	17,303	18,109	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) 2007-08 Budget Estimates have been adjusted for comparability purposes. Non-government contracted hospital in the home services totalling \$1.8 million, previously incorrectly included in Service 1, have now been included in Service 3.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per HITH patient day	\$197	\$222	\$217	\$227	
Full Time Equivalents (FTEs)	56	120	76	78	

Major Achievements For 2007-08

- Sir Charles Gairdner Hospital expanded the HITH service from 999 bed days in July 2007 to 1,277 bed days in December 2007.
- Sir Charles Gairdner Hospital's pre-operative prophylaxis service commenced in August 2007. 21 patients have been managed by this service for cessation of pre-operative and post-operative anticoagulation management.
- A review of a pilot HITH service in the Great Southern has been completed and has formed the basis of planning for the expansion of HITH programs to all other country regions.
- HITH activity in the metropolitan area delivered by Area Health Services shows 33,528 bed days year to date for the financial year to the end of February 2008. This is an increase of 9,279 bed days against the equivalent period in 2006-07. The average number of HITH beds per day delivered by Area Health Services has increased by 27 per cent on 2006-07, with an average 189 beds per day.

- The Rockingham Peel Group HITH program continued to mature in 2007-08 in partnership with the Fremantle Hospital and Health Service program. Occasions of service increased by an estimated 20 per cent and a 1.8 per cent rate of readmissions compared favourably against the Australian Council on Healthcare Standards peer aggregate of 3.8 per cent.
- A HITH trial commenced in late 2007-08 with a satellite nurse located at Rockingham-Kwinana District Hospital.
- Referrals to the SMAHS Rehabilitation in the Home (RITH) Program continued to grow. In the eight months to February 2008, referrals to the program at Fremantle Hospital and Health Service exceeded the monthly target seven times while referrals to the Royal Perth Hospital program exceeded that program's monthly target in all eight months. Average occupied beds increased by 28 per cent within the Fremantle Hospital and Health Service program and by 70 per cent within the Royal Perth Hospital program.
- The SMAHS RITH area manager, Nicki Newton, was awarded a Churchill Fellowship in 2007 to investigate the development of hospital substitution and early discharge allied health services in the United Kingdom, Sweden and Italy. The Churchill Fellowship allows Australians to travel overseas to undertake studies or investigations that cannot be readily undertaken in Australia.

Major Initiatives For 2008-09

- Princess Margaret Hospital for Children will develop a process for other metropolitan hospital sites to refer patients to its HITH program.
- The Anticoagulation Service will be expanded to incorporate a daily clinic service and partnership model from June 2008. This will allow for direct referrals and timely review of patients for anticoagulation management and education.
- The HITH program will be expanded to all country regions.
- Princess Margaret Hospital for Children is receiving transfers of juvenile patients from Fremantle Hospital into its HITH program and a similar program is being set up at Joondalup Health Campus.
- In 2008-09 the RITH program will develop referral pathways for Swan District Hospital and Mercy Restorative Unit, investigate clinical governance models with geriatricians, investigate direct referral processes to avoid presentations to Emergency Department s, and concentrate on increasing referrals from Rockingham-Kwinana District Hospital and Armadale-Kelmscott Memorial Hospital.

Service 4: Palliative Care

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

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	16,445	17,341	17,616	18,250	Decrease in Commonwealth program funding.
Less Income	1,617	1,406	1,579	1,347	
Net Cost of Service ^(a)	14,828	15,935	16,037	16,903	
Adjustments ^(b)	(35)	(37)	(40)	(41)	
Appropriation for Delivery of Service ^(a)	14,793	15,898	15,997	16,862	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per client receiving palliative care services	\$4,279	\$4,700	\$3,322	\$3,469	

Major Achievements For 2007-08

- An integrated model of care for palliative care was presented to the Health Networks Leads Forum in March 2008.
- Attention to Australian Palliative Care Standards has progressed with the development of a standard palliative care admission form. The use of forms will be audited.
- The Respecting Patient Choices program has been developed and the next phase of the rollout has been planned.

Major Initiatives For 2008-09

- A bereavement package for the family members of recently deceased patients is being developed. It is envisaged that this package will ultimately be available to all hospital wards, not just palliative care wards.

Service 5: Emergency Department Services

Emergency department services are provided by some metropolitan hospitals. Emergency services are provided to treat those people with sudden onset of illness or injury of such severity and urgency that they need immediate medical help which is either not available from their GP, or for which their GP has referred them for treatment. Emergency departments provide a range of services, from immediate resuscitation to urgent medical advice. An Emergency Department presentation may result in an admission or in treatment without admission.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	124,559	128,112	141,625	147,061	Decrease in Commonwealth program funding.
Less Income	1,350	1,350	1,689	1,225	
Net Cost of Service ^(a)	123,209	126,762	139,936	145,836	
Adjustments ^(b)	(276)	(272)	(317)	(328)	
Appropriation for Delivery of Service ^(a)	122,933	126,490	139,619	145,508	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per Emergency Department presentation for Metropolitan Health Service hospitals	\$375	\$384	\$400	\$418	
Full Time Equivalents (FTEs)	1,367	1,216	1,397	1,442	

Major Achievements For 2007-08

- Increased use of ambulatory care strategies within the NMAHS includes:
 - introduction of Emergency Department Care Coordination Teams;
 - introduction of Homelink and Patient Exit Pathway services;
 - use of Chronic Disease Management Teams;
 - introduction of Older Patients Initiatives aimed at coordinating their care while in hospital and reducing avoidable admissions to hospital; and
 - increased use of Allied Health Teams.
- Increased use of ambulatory care strategies within the SMAHS includes:
 - establishment of Home Care Packages, HITH and Rehabilitation in the Home for patients, particularly for older patients;
 - introduction of the Emergency Department Care Coordination Team at Rockingham-Kwinana District Hospital to target early assessment of older patients; and
 - forging of community links by Armadale-Kelmscott Memorial Hospital.
- The Mental Health Beds in Emergency Department project at Fremantle Hospital has commenced with an additional five beds in the Emergency Short Stay Unit to be used for mental health patients.
- The NMAHS and the SMAHS are collaborating to implement a system-wide mental health bed management project to facilitate patient flow similar to that which is currently in operation for general health services. This process commenced with the appointment of a Nurse Director, Mental Health Bed Management as the first step to establishing a patient flow system.
- Mental health liaison nurses are now employed in the Emergency Department at Armadale-Kelmscott Memorial Hospital.
- A distribution system for direct and booked ambulances, based on the numbers of beds at the tertiary sites, was implemented in February 2008. The No Diversion Policy at the three tertiary hospital sites was implemented and continues.
- The NMAHS has developed Emergency Care Coordination Teams to undertake screening of Emergency Department patients to identify those that can be referred to Allied Health and Ambulatory Care programs. This will reduce avoidable presentations to Emergency Department s.
- Within the NMAHS, initiatives to expand hospital-wide patient flow, to reduce length of stay and access block and to ensure the safe discharge of patients include:
 - extended coverage for weekends and public holidays by Emergency Care Coordination Teams;
 - increased discharged coordination;
 - increased Allied Health services;
 - implementation of a float team and criteria-led discharge; and
 - multi-disciplinary bed status meetings to ensure the optimum use of all available beds.
- Preliminary discussions have been held with orthopaedic surgeons to organise an after hours orthopaedic service to support the Emergency Department at Swan District Hospital.
- A complexity-based streaming project has commenced at Fremantle Hospital to reduce waiting times for low complexity patients (Triage 3-5).
- Royal Perth Hospital has completed Stages One to Three of renovations of the Emergency Department . Stages four to nine will be completed in 2008-09.
- The State Major Trauma Unit at the Royal Perth Hospital Emergency Department opened in February 2008 and the new Burns Unit was completed in April 2008.
- The Rockingham-Kwinana District Hospital Emergency Department appointed two nurse practitioners in February 2008, additional medical staff for peak times commenced in January 2008, and an Aged Care Assessment Team social worker was appointed in January 2008.

- The SMAHS commenced redevelopment of the Armadale-Kelmscott Memorial Hospital Emergency Department in December 2007 with completion scheduled for late 2008.

Major Initiatives For 2008-09

- An Emergency Department Taskforce, announced in February 2008, will guide reforms to address overcrowding in metropolitan Emergency Department s. The following initiatives to address Emergency Department demand will be implemented in 2008-09:
 - a coordinated approach to recruitment and retention of nursing staff, thereby facilitating the opening of currently closed acute tertiary beds;
 - working in close partnership with St John Ambulance Association to reduce ramping;
 - further implementation of the Clinical Services Redesign program to assist with Emergency Department flow;
 - planning for an additional 120 home care packages, 25 Care Awaiting Placement beds at Bentley Hospital and ten sub-acute beds at Bethesda Hospital to divert patients from Emergency Department s;
 - extended hours of after hours GP clinics at selected hospitals; and
 - community education about appropriate use of Emergency Department s, including via an Emergency Department services website. The website will also include information on Emergency Department attendances, admissions and ambulance diversions.
- Emergency Care Coordination Teams screening will be expanded to include planned surgical/procedural admissions.
- The 15 bed adult Emergency Short Stay unit at Rockingham-Kwinana District Hospital will become operational in late 2008. The Hospital will also recruit a full-time medical director for its Emergency Department.

Service 6: Non-Admitted Patient Services

Medical officers, nurses and allied health staff provide non-admitted patient services. Services include outpatient health and medical care as well as similar emergency services as described for metropolitan Emergency Departments but provided in country hospitals.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	550,963	570,325	614,309	643,772	
<i>Less Income.....</i>	140,755	134,919	153,944	154,738	
Net Cost of Service ^(a)	410,208	435,406	460,365	489,034	
Adjustments ^(b)	(1,212)	(1,210)	(1,392)	(1,440)	
Appropriation for Delivery of Service ^(a)	408,996	434,196	458,973	487,594	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per doctor attended outpatient episode for Metropolitan Health Service hospitals.....	\$213	\$207	\$245	\$256	
Average cost per non-admitted occasion of service for Metropolitan Health Service hospitals (excludes emergency and doctor attended).....	\$212	\$117	\$220	\$230	
Average cost of non-admitted public patient treatment episodes in private hospitals	\$354	\$248	\$332	\$342	
Average cost per non-admitted hospital-based occasion of service for rural hospitals	\$159	\$174	\$169	\$177	
Full Time Equivalents (FTEs)	410	368	418	439	

Major Achievements For 2007-08

- Administrative redesign and policy revision of the Metropolitan Outpatient Clinic appointment system has reduced average wait times for clinic appointments from 22 weeks to 12 weeks. Rates of non-attendance have been reduced by two per cent in 2007-08 making up to 10,000 appointments available.
- Princess Margaret Hospital for Children has continued to expand its role in burns treatment, which is coordinated centrally by the Burns Telehealth Coordinator. In 2007-08 rural/remote paediatric patients with burn wounds and/or scars were reviewed in more than 40 regularly scheduled multi-disciplinary burns 'Telehealth Clinics'. This resulted in more than 300 patient videoconference reviews and more than 300 digital image reviews in collaboration with family members and rural/remote clinicians.
- High volume specialties at all tertiary facilities are now using WA Health's call centre 'Outpatient Direct' for cancellation and rescheduling of appointments.
- Outpatient Referral acknowledgement letters are being sent to clients and GPs by all adult tertiary sites.
- A text messaging system for appointment reminders has been established at Princess Margaret Hospital for Children, resulting in a three per cent reduction in non-attendance.
- An audit of orthopaedic outpatient waitlists was completed at all adult tertiary sites. Approximately 30 per cent of referrals were found to be redundant and have been removed from the system.
- An audit of neurology/neurosurgery and ear, nose and throat waitlists at all metropolitan sites has commenced. This will minimise duplication and expedite access to services.
- Clinical Priority access nurses have been introduced at Fremantle Hospital, Royal Perth Hospital and Sir Charles Gairdner Hospital. A standard clinical priority access criteria referral template has been developed for use by referring clinicians. Clinical priority access nurse screening of referrals has reduced duplication from 25 per cent to less than five per cent.
- Management of the emergency on call system has been improved in the Eastern Wheatbelt with the employment, in partnership with private practices, of two doctors in Merredin and one in Bruce Rock.
- Improved processes for management and coordination of the transfer of critically ill patients from country emergency services to the appropriate health facilities have been trialled in the South West in collaboration with the Royal Flying Doctor Service and St John Ambulance. The trial involves telephone clinical coordination provided by emergency medicine specialists, assisting medical and nursing staff in the assessment of seriously ill patients, the determination of hospitalisation and transfer requirements, and liaison with the receiving metropolitan hospital and the transporting agency.

- All country hospitals have been designated as emergency care nurse practitioner sites and 21 are receiving remote area nurse practitioner status with practice protocols endorsed. Creation of nurse practitioner positions and recruitment of staff to fill those positions has progressed, with four nurses in place and a further 20 positions by June 2008.
- Indigenous health services in the Wheatbelt have been expanded through the recruitment of a podiatrist, a social worker and Aboriginal health workers in Dalwallinu, Merredin, Moora, Narrogin/Pingelly, Northam and Quairading.
- The Cancer Network has developed a trial to deliver oncology education and clinical services to regional centres via Telehealth. This will facilitate more accessible professional development for clinical staff and GPs, improved access to services for patients in regional locations, and enable 'virtual' visiting for social and emotional support of patients and their families during periods of hospitalisation in Perth.
- Telehealth burns management services have been expanded to all country regions in a partnership between the WACHS, Princess Margaret Hospital for Children and Royal Perth Hospital.
- Computed radiography will be implemented in ten WACHS regional sites by June 2008, with procurement of complementary Picture Archiving and Communication System and Radiological Information System in progress. Medical imaging capabilities have been further advanced with the installation of new ultrasound machines in Geraldton and Albany, mammography units in Kalgoorlie and Albany, and trialling and evaluation of five teleradiology units.
- A rural home link service and a 1800 telephone number will be operational by June 2008, enabling better coordinated discharge planning for country patients who are leaving metropolitan hospitals. The rural home link service will be supported by HITH services based in the regions.
- Princess Margaret Hospital for Children has appointed additional staff to the areas of neurology, obesity and type 2 diabetes, retinopathy of prematurity, respiratory medicine and sleep, cerebral palsy mobility, refugee health clinics, psychological medicine, anaphylaxis and eating disorders. These additional staff appointments have increased service capacity in line with increased demand.

Major Initiatives For 2008-09

- The audit and redesign of the Metropolitan Outpatient Clinic appointment system will include finalisation of the audit and redesign of tertiary site outpatient clinics, audit and redesign of outpatient administrative practices at secondary facilities and centralised allocation of referrals to the most appropriate service. It is anticipated that the redesign will continue to reduce rates of non-attendance and maintain average waiting times for a new appointment at 12 weeks or less. It is also expected to ensure all category 1 patients are seen within 30 days.
- Health Service Systems will standardise the referral acknowledgement letter system for the outpatient clinics and implement the standardised SMS reminder system for all tertiary hospital sites.
- The Child and Adolescent Health Service will develop a paediatric burns Telehealth education program for rural clinicians.
- Area Health Services will develop a soft copy electronic referral system based on clinical priority access criteria. Management guidelines for selected complex conditions are also to be developed to streamline the diagnostic work up required to support a timely and fully utilised outpatient appointment.
- The WACHS will expand the Nurse Practitioner service model in country regions through continued recruitment strategies and extension to other clinical specialties including renal nursing.
- The WACHS will enhance medical imaging capabilities in regional areas with the implementation of computed radiography in a further six sites, installation of a 16 slice computed tomography scanner at Kalgoorlie and new general x-ray equipment for three sites in the Kimberley.
- The WACHS will establish an Ambulatory Care Framework for HITH and Post Acute Care at all regional centres and some peripheral sites across the health service. The framework will facilitate and increase utilisation of the services and improve demand management including earlier discharging of country patients from metropolitan hospitals.

- The WACHS, in partnership with the Commonwealth Government, will enhance Telehealth through the expansion of bandwidth to designated rural locations. Health services will also review and upgrade Local and Wide Area Networks, investigate and expand support equipment for videoconferencing and review cost benefits related to Telehealth enabled services.
- The WACHS will implement a standardised medical emergency response procedure for all South West sites to improve the safety and quality of patient care across all sites.
- The WACHS will implement home monitoring for mental health patients in the Mid West and Wheatbelt regions and for aged care patients in the Mid West region.
- Diagnostic services for wound management will be extended across the WACHS.
- Princess Margaret Hospital for Children will develop a Rural Anaphylaxis Service to provide clinical time, increase community awareness and improve training, education and support to parents, schools and child care centres.

Service 7: Patient Transport Services

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

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	65,008	69,309	70,553	72,492	Decrease in Commonwealth program funding.
<i>Less Income</i>	2,346	2,444	2,862	2,509	
Net Cost of Service ^(a)	62,662	66,865	67,691	69,983	
Adjustments ^(b)	(137)	(147)	(157)	(163)	
Appropriation for Delivery of Service ^(a)	62,525	66,718	67,534	69,820	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per trip of PATS	\$288	\$286	\$292	\$306	
Cost per capita of RFDS, St John Ambulance Australia - Western Australia Ambulance Service agreements	\$24	\$26	\$26	\$27	
Full Time Equivalents (FTEs)	6	6	8	8	

Major Achievements For 2007-08

- Improved application forms and updated guidelines for PATS were implemented in January 2008.
- Patient transport services in the Pilbara are now coordinated centrally from Port Hedland. This has increased the efficiency of the PATS administration and client services in the Pilbara.

- The WACHS has commenced negotiations with Royal Darwin Hospital and Northern Territory Health to develop mutually acceptable clinical and business protocols to enable Royal Darwin Hospital to accept inter-hospital patient transfer from the Kimberley.
- The WACHS, in partnership with the RFDS, has developed a five year plan to identify the most effective and efficient aero medical service configuration to meet expected demand for inter-hospital transport.
- The St John Ambulance Association has introduced five day-ambulances and an additional four career paramedics in the greater metropolitan area to enable timely responses to emergency calls.

Major Initiatives For 2008-09

- Administration of the PATS will be improved through the establishment of dedicated PATS units in each region.
- The WACHS will complete negotiations with the Royal Darwin Hospital and Northern Territory Health and commence transfer of some types of patient requiring higher levels of care from the Kimberley to Royal Darwin Hospital.
- In partnership with the St John Ambulance Association, the WACHS will support and evaluate the Rural Paramedic Support project in the Kimberley and the Pilbara regions. This project aims to support volunteer ambulance centres in the country that have trouble recruiting sufficient volunteers.
- The St John Ambulance Association will establish another two day-ambulances and four career paramedics in the greater metropolitan area.

Service 8: Prevention and Promotion Services

Prevention and promotion services include genomics, the management and development of health information, Indigenous health, breast screening services, child and community health and health promotion.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	185,275	196,838	207,845	216,318	Decrease in Commonwealth funding.
Less Income	19,709	18,536	19,270	17,785	
Net Cost of Service ^(a)	165,566	178,302	188,575	198,533	
Adjustments ^(b)	(404)	(418)	(464)	(480)	
Appropriation for Delivery of Service ^(a)	165,162	177,884	188,111	198,053	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Cost per capita of providing preventative interventions and health promotion activities	\$19	\$21	\$22	\$22	
Cost per capita of supporting individuals, families and communities to increase control over and improve their health via Population Health Units	\$67	\$68	\$73	\$76	
Average cost per breast screening	\$99	\$98	\$113	\$118	
Full Time Equivalents (FTEs)	1,007	262	1,113	1,131	

Major Achievements For 2007-08

Genomics

- The family history awareness program has been developed for the community, allied health professionals and GPs to identify individuals who are at increased risk of developing common chronic diseases in Western Australia. This project has been funded by the Australian Better Health Initiative (2007-2009) and a project officer has been appointed to progress this work.
- A familial hypercholesterolaemia (high blood cholesterol) program has been established with the appointment of nurses, a project coordinator and a dietitian. More than 60 index cases and more than 50 relatives (cascade screening) have been reviewed by the Familial Hypercholesterolaemia Clinic. Partnerships have been formed with divisions of general practice and the Familial Hypercholesterolaemia Sub-Committee of the Australian Atherosclerosis Society. This project has been funded by the Australian Better Health Initiative (2007-2009).

Health Information

- The detailed design specifications for the new Western Australian Cancer Registry information system have been completed and development of the new system is being progressed.
- The Western Australian Data Linkage Advisory Board has been established and held its first meeting in November 2007. Its members consist of nominees from the University of Western Australia, Curtin University of Technology, the Telethon Institute for Child Health Research, WA Health and the Health Consumers' Council Western Australia.
- In preparation for ongoing monitoring of road safety indicators, a report on the severity of road injury has been produced using hospital diagnoses and death records. A memorandum of understanding has been signed with the Insurance Commission of Western Australia. Data linkage commenced in April 2008. Data from Main Roads and WA Health has been linked for the years 2001 to 2006. A memorandum of understanding with the Department of Corrective Services has been signed and demographic data for the Developmental Pathways in Children program has been received for data linkage. This will be completed by June 2008.

Aboriginal Health

- The Australian Better Health Initiative program has been progressively implemented in Halls Creek, Jigalong, Norseman and Kwinana. Program coordinators have been appointed and a program management forum for the teams to share best practice methodologies, develop a project management and evaluation framework to assist with the need to focus on the unique elements for each site has been developed. Community engagement is a priority for all teams and coordinators.
- The program has been expanded to include Mandurah to address the identified health needs that focus initially on the early years and ultimately the chronic care needs of adults.
- Partnership frameworks have been established with the Aboriginal Health Council of WA Health Network Leads Forum, the Commonwealth Department of Health and Ageing, the Office for Aboriginal and Torres Strait Islander Health and the Aboriginal Health Worker Association to collectively work towards improving the health of Indigenous Australians. The Western Australian Aboriginal Health Partnership has expanded to include GPs. The Clinical Senate meeting in March 2008 focused on strategic directions to close the gap between life expectancy of Indigenous and non-Indigenous Western Australians and to improve health outcomes for Indigenous people in Western Australia.
- The Western Australian Aboriginal Health Partnership has strengthened the way in which the Aboriginal Health Council of WA, the Commonwealth Department of Health and Ageing, the Office for Aboriginal and Torres Strait Islander Health, GPs, the Office of Aboriginal Health and the WACHS have worked to collaboratively improve program service delivery, efficacy of resources allocated to improve Aboriginal Health outcomes and policy and planning processes. Participation in the Department of Indigenous Affairs Bilateral Senior Officer Groups has commenced. Membership on the Directors General Indigenous Affairs Working Groups and involvement with COAG reforms for Indigenous Affairs has also commenced.

BreastScreen Western Australia

- BreastScreen Western Australia achieved a four year accreditation status valid to February 2012 and achieved its millionth screen in December 2007. Padbury Clinic is also due to commence screening in April 2008.
- A digital mammographic workstation to integrate assessment centres at Royal Perth and Sir Charles Gairdner Hospitals is now operational, and online access to assessment records is proving beneficial in providing clinical feedback to reading radiologists.

Child, Community and Primary Health Care

- In 2007-08, Community Health staff were trained in the Breastfeeding Matters Program, a lactation consultant network was established, breastfeeding was promoted through community media and WA Health policy on breastfeeding was promoted to staff.
- An Aboriginal Health Team has been established in the Perth metropolitan area to strengthen responses to the community health needs of Indigenous children and their families.
- The refugee health service has been expanded and a pilot integrated service team has been implemented in two primary schools in partnership with the Department for Communities and the Office of Multicultural Interests.

Health Promotion

- Falls prevention network activities have continued with the development of an Information Resources Network across the health sector. Service agreements have been put into place with the Injury Control Council of Western Australia, the Council of Ageing and Stay on Your Feet Western Australia. These agreements are to promote awareness and communication of the Stay on Your Feet program, volunteer management, programs in falls prevention with older people and professional development in injury prevention to increase the falls prevention workforce.
- A consortium of divisions of general practice has been awarded the contract to develop the Metropolitan Healthy Lifestyles Project, a coordinated patient-centred lifestyle and risk modification approach to early stage Type 2 diabetes, microalbuminuria and coronary heart disease.
- Over the past three years, \$21.5 million has been spent on non-government agencies for promotion programs and campaigns in line with the Western Australian Health Promotion Strategic Framework 2007-2011. From 2005-06 to 2008-09 a total of \$25.3 million has been allocated for the following programs:
 - smoking and related harm prevention;
 - healthy diet;
 - physical activity;
 - healthy weight for adults and children; and
 - injury prevention.
- The Food and Nutrition Policy for WA Health Services and Facilities was endorsed by the Minister for Health and implemented in January 2008. The policy aims to increase the availability of healthy foods and drinks and to restrict unhealthy items to less than ten per cent overall. It determines the supply of food and drinks in all health services, hospitals, facilities and other establishments.
- Redevelopment of the 'Go for 2 and 5' fruit and vegetable campaign by the Cancer Council Western Australia began in late 2007 and is due for completion by late 2008 as part of the Cancer Council's health promotion service agreement.
- A total of \$1.5 million over four years has been approved to continue the State's partnership with Beyondblue to support the national depression initiative.
- On 1 January 2008, WA Health implemented a no smoking policy. This policy applied to all WA Health buildings and grounds including leased premises. The SmokeFree Western Australia Working Party provided guidelines and support services to ensure a smooth implementation of the policy.
- Implementation of health promotion and prevention programs for childhood obesity has commenced. Five contracts have been awarded to the Cancer Council Western Australia in partnership with Diabetes Western Australia, Foodbank of Western Australia, the Australian Red Cross Western Australia and the National Heart Foundation of Western

Australia for the period 2006-07 to 2008-09. This will deliver childhood healthy eating, physical activity and healthy weight programs over the next three years. The program will be delivered in school and community settings and will include healthy weight education strategies for parents.

- Childhood obesity is being addressed through the Western Australian funded component of the Australia Better Health Initiative. Under the Healthy Canteens Project, healthy school canteen guidelines are being implemented by the Department of Education and Training within Western Australian public schools. The Healthy Schools Project has been established and Healthy School Coordinators are being recruited and established. These posts will support targeted schools across Western Australia to implement school nutrition and physical activity initiatives.
- WA Health targeted the advertising of unhealthy foods and drinks to children through participation in the Health Ministers' Food and Drink Advertising and Marketing Practices State and Territory Jurisdictional Working Party. Departmental and joint working group submissions were made to the review of the Australian Communications and Media Authority Children's Television Standards and to the Australian Association of National Advertisers review of the Code for Advertising to Children (December 2007).
- The South Metropolitan Public Health Unit has developed a number of health promotion projects including:
 - two major tobacco cessation programs were delivered for inpatients at Fremantle and Royal Perth Hospitals in collaboration with the Respiratory Network. The Boronia Quit program involves a multi-strategy approach at the Boronia Pre-Release Centre for Women;
 - the Public Health Unit has developed a strategic plan for 2008-2011 that aligns with the Health Promotion Strategic Framework. A number of health promotion programs support the Health Promotion Strategic Framework including the Fremantle Physical Activity Project, the Cockburn Physical Activity Project and the Coodanup Food Coalition Program;
 - the Public Health Unit has created formal partnerships with Local Governments in Cockburn, Gosnells, Fremantle and Kwinana in the areas of chronic disease prevention and health promotion programs. The Public Health Unit has formed a partnership with the Hilton Police and Citizens Youth Club to deliver physical activity and nutrition promotion to Indigenous girls. Partnerships with 'Be Active Belmont' and the 'Bentley Food Coalition' have also been formed;
 - the final report on the outcomes of the pilot program, The Journey of Living with Diabetes, was submitted to Healthway in November 2007. Eight Indigenous health professionals have received intensive training in the program. Nine community programs have commenced and another eight are scheduled for the first half of 2008. Planning for program sustainability has been completed; and
 - the Public Health Unit managed 100 per cent of 3,274 notified diseases within WA Health timelines (up to December 2007). It supported pandemic planning with Fremantle Health Service, and coordinated and provided education and training to health professionals within the SMAHS in the area of communicable diseases.
- Monitoring of the health and wellbeing of the Western Australian population continues with the release of reports on time series analysis of the prevalence of chronic diseases and major health risk factors and the health impact of alcohol on the Western Australian population. Health services are also evaluating and reporting on satisfaction levels of admitted patients, including long stay and maternity patients specifically.
- The 'Pit Stop' men's health promotion package has been updated and distributed to all country regions. This program, which encourages men to get regular health check-ups, has included Indigenous communities in Coonana, Leonora and Norseman.
- Health promotion programs targeting children and high-risk groups in country areas have been implemented. This includes support for the school canteens' traffic light policy, an infant feeding pilot project in the Wheatbelt, and engagement with two Goldfields Indigenous communities (Ninga Mia and Coolgardie) to provide nutritional advice and information to support purchase and preparation of healthy food.
- The Health Promoting Hospitals Framework has been introduced in several sites in the Great Southern including Denmark, Gnowangerup, Mount Barker and Albany. The Goldfields Health Promotion Training Package is being reviewed and training sessions will be held for health service staff throughout 2008.
- Brief intervention strategies to manage alcohol, tobacco and other drug issues have commenced within the WACHS, including the introduction of Brief Intervention Project Officers in each region and the successful implementation of the Smoke Free WA Health System Policy.

- The 'Act Belong Commit' campaign which aims to improve mental health through encouraging people to undertake activities that build individual resilience and community cohesion, was successfully implemented in Albany, Esperance, Kalgoorlie, Geraldton, Karratha, Northam and Toodyay.
- The 'Women's Checkout' health promotion program, which encourages women to get regular health check ups was successfully piloted in Wongan Hills, and a resource manual has been developed and distributed across the Wheatbelt region.
- The 'Healthy Belt' lifestyle program, which aims to teach people how to maintain a healthy weight, was implemented in eight Wheatbelt towns.
- A Youth Coordinator has been employed in Esperance to pilot the Promoting Adolescent Sexual Health initiative and facilitate Young Carers groups.
- In August 2007, a concurrent trachoma screening program was completed for the first time in the Goldfields, the Kimberley and the Pilbara, maximising the opportunity to screen transient populations.

Major Initiatives For 2008-09

Genomics

- The Office of Population Health Genomics will develop and implement professional education for allied health staff and GPs. This will include targeted community initiatives and will develop collaborations with non-government organisations to increase awareness of family health history in chronic disease.
- The familial hypercholesterolaemia (high blood cholesterol) program will continue to identify index cases and to cascade screen relatives. The Familial Hypercholesterolaemia Clinic aims to screen 150 relatives by 30 June 2009. Patients identified with the conditions are to be treated appropriately to reduce their risk of cardiovascular disease and then returned to their GP for ongoing care.
- A model of care for screening adults and children at risk of familial hypercholesterolaemia will be developed and the project extended to regional areas.
- The Office of Population Health Genomics will develop the engagement between professional and community stakeholders to ensure the appropriate protection and health benefits of deoxyribonucleic acid (DNA) sample collections held in Biobanks. The Office will also develop the Genetic Burden of Disease program to monitor the impact of hereditary and genetic diseases on the services provided by WA Health. Currently evaluations include population screening for Down Syndrome, carrier testing for cystic fibrosis genes, mandatory folate fortification of food to reduce neural tube defects and expansion of newborn screening for congenital adrenal hyperplasia.

Health Information

- Data linkage to deliver an enhanced road safety information resource will be expanded to link 2007 data from Main Roads Western Australia to that of WA Health, as has been undertaken from 2001 to 2006. Additionally, data for the years 1996 to 2000 will be linked to provide an expanded archive. This linked data will be used as a resource by agencies researching programs to reduce road trauma.

Aboriginal Health

- The partnership framework for the Western Australian Aboriginal Health Partnership will be strengthened to assist the parties to work collaboratively to improve program service delivery, efficacy of resources allocated to improve Indigenous health outcomes and policy and planning processes.
- The WA Health Network Leads Forum will be engaged to assist in achieving the outcomes derived from the Aboriginal and Torres Strait Islander Health Performance Framework measures.
- Formal partnering arrangements inclusive of Indigenous people will be established at all levels of government and within the health sector to address the health priorities of Indigenous people of Western Australia. The Commonwealth Department of Health and Ageing, the Office for Aboriginal and Torres Strait Islander Health and the Office

of Aboriginal Health will form a partnership to deliver health services to Indigenous Australians. A shared website will be created for a common point of access to programs and services offered by each agency.

BreastScreen Western Australia

- New digital mammography accreditation standards will be developed to cater for the national migration to digital imaging with BreastScreen programs in states and territories.
- Current medical records identification numbers will be aligned with the hospital generated unit medical record number. This will provide the platform for electronic transfer of medical records and digital mammographic images.

Child, Community and Primary Health Care

- Implementation of a metropolitan area Indigenous newborn notification process will ensure all families of newborn Indigenous babies are offered available health services. An early years 0-5 health assessment program for Indigenous children will be implemented across the metropolitan area.

Health Promotion

- Development of a state-wide Stay on Your Feet Western Australia Resources Information Centre will provide a single access point for information and tools on falls prevention. The Injury Control Council of Western Australia will develop new educational information and tools for falls prevention.
- The SmokeFree Western Australia Working Party will commence the development of the evaluation framework for SmokeFree Policy that applies to all health buildings. Training in Brief Intervention for Tobacco will be provided to clinical staff in the metropolitan and rural areas in 2008.
- Implementation of the Metropolitan Healthy Lifestyles Project will identify and manage care for a minimum of 2,000 patients newly diagnosed with type 2 diabetes, microalbuminuria or risk factors for coronary heart disease.
- Area Health Services will continue to implement the Food and Nutrition Policy for WA Health's services and facilities to provide healthier food and drinks in all Western Australian health services by December 2008.
- The next phase of the 'Go for 2 and 5' public education campaign will be developed and implemented.
- The NMAHS Public Health Unit will commence health promotion and disease response activities that have been proven by the SMAHS to be effective within the community. Priority areas will be:
 - pandemic flu planning;
 - Indigenous chronic disease management and health promotion; and
 - sexual health disease tracing and follow up.
- The SMAHS Public Health Unit will commence a number of health promotion projects. The Public Health Unit will investigate options to work collaboratively with the health networks and to continue implementation of the Western Australian Health Promotion Strategic Framework 2007-2011. The Public Health Unit will support the development of Local Government health plans aimed at chronic disease prevention and will share information, expertise and resources with Local Government to promote best practice and public health policy.
- The SMAHS Public Health Unit will investigate the potential for partnerships to deliver the Journey of Living with Diabetes. The Public Health Unit will continue training Indigenous health professionals to deliver the program in Indigenous communities.
- The Goldfields Health Promotion Training package will be rolled out across the WACHS.
- The introduction of Brief Intervention strategies to manage alcohol, tobacco and other drug issues, including screening, motivational interviewing and referrals into all health service sites across WACHS will be completed.
- The WACHS will further support mental health promotion, including the 'Act Belong Commit' campaign by dedicating 0.5 full-time equivalent staff within each of the Pilbara, Goldfields, Mid West, and Wheatbelt regions.

- The WACHS will implement the Health Promotion Strategic Framework 2007-2011. This will include implementing the Western Australia Healthy Schools project in all regions and the Mid West, developing and supporting the Bicycle User Group in Geraldton and the Walking School Bus program throughout the region. The Wheatbelt region will also develop an Indigenous child safety flip chart.
- The 'Bright Start Parenting' program will be implemented in Geraldton.
- Innovative alcohol abuse management strategies for country regions will be developed and introduced by the WACHS. These include local alcohol accords in some regions, training in responsible service of alcohol and development of an alcohol action plan in collaboration with the Drug and Alcohol Office.
- Access to population health information will be enhanced for country regions with the development of the WACHS Population Health Internet sites, and the further development and distribution of the WACHS Population Health newsletter.
- A retinal screening program will be introduced in the Goldfields.
- The WACHS will enhance screening programs targeting Indigenous health issues, including extending the trachoma screening program in endemic regions to include the Central Lands (Ngaanyatjarra Health Service) and trichiasis screening in endemic regions for Indigenous populations aged over 40 years. The WACHS will also maintain three regional sexually transmitted infection teams targeting populations at risk and establish an ear health program in Goldfields Indigenous communities to prevent middle ear infection.
- An Aboriginal Healthy Lifestyle Coordinator will be appointed in the Goldfields region to support the development and implementation of community plans to address chronic disease issues.

Service 9: Health Protection Services

Health protection services include communicable disease control, environmental health, disaster planning and management, statutory medical notifications and services provided by the Office of the Chief Medical Advisor.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	62,256	57,415	78,096	58,418	Increased Commonwealth vaccine funding and associated expenditure in 2007-08.
<i>Less Income</i>	33,860	20,428	53,671	32,862	
Net Cost of Service ^(a)	28,396	36,987	24,425	25,556	
Adjustments ^(b)	(112)	(122)	(129)	(133)	
Appropriation for Delivery of Service ^(a)	28,284	36,865	24,296	25,423	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Cost per capita of health protection services	\$30	\$27	\$38	\$28	Increased Commonwealth vaccine funding in 2007-08.
Full Time Equivalents (FTEs)	863	835	887	901	

Major Achievements For 2007-08

Immunisation

- The Human Papilloma Vaccine program for the prevention of cervical cancer commenced for school-based Years 10, 11, 12 and with GPs for 18 to 26 year olds.
- The rotavirus vaccine program for newborns commenced in July 2007.
- The new Western Australian Sentinel Practitioner Network surveillance was implemented and the weekly Virus Watch publication commenced publication.
- The Paediatric Influenza Vaccine Program for children aged six months to four years in the Perth metropolitan area has commenced.
- Qualitative research into the factors influencing immunisation in children of Indigenous families in the south metropolitan area has been completed. Recommendations have been made in relation to access to immunisation services, and the quality and efficiency of current services.

Pandemic Influenza

- The revised WA Health Management Plan for Pandemic Influenza has been completed and was reviewed by the Western Australian Influenza Pandemic Advisory Committee in mid April before general release.
- Operational plans for the Communications Plan and the Fluborderplan (International Border Surveillance) have been completed.

Tobacco control

- Licensing infrastructure has been established and approximately 3,800 licences issued to retailers and wholesalers. Information regarding new legislation and display restrictions has been provided to all retailers across the State.
- The state-wide compliance program was implemented, including a mass media legislation education campaign, inspections at retailer and wholesaler premises, investigations of complaints, and joint investigations with the Australian Federal Police and Australian Customs to tackle illegal tobacco sales activity, particularly pertaining to illegally imported tobacco products.
- Developed and presented the legislative training program to the Western Australia Police and to Alcohol and Drug Coordination officers.
- The Tobacco Control Branch provided advice and assistance to the Respiratory Health Network's Smoke Free WA Health System Working Party in relation to development and implementation of the Smoke Free WA Health System Policy.
- The Tobacco Control Branch will seek amendments to the Tobacco Products Control Regulations 2006 to rectify issues raised by the Joint Standing Committee on Delegated Legislation. Drafting instructions to be finalised and forwarded to Parliamentary Counsel by June 2008.

Disaster preparedness and response

- Disaster preparedness and management arrangements have been enhanced, including a warehouse for the storage and maintenance of equipment and stores, the ongoing procurement of medical consumables, the continuing development of the Disaster Medical Assistance Team model, provision of satellite phones to 74 WACHS facilities and provision of standardised disaster response kits to 29 WACHS facilities.

Health protection

- A Health Impact Assessment of climate change was undertaken. The document was released to raise awareness about climate change and health and to seek feedback on issues not identified in the document. Comments received are to be compiled for publication.

- A new Public Health Bill was drafted and put out for public comment until April 2008.
- Sexual health and blood borne virus workforce training continued. 190 health professionals undertook Hepatitis C training during 2007-08. Social marketing campaigns included a continuation of 'Chlamydia. Most people haven't got a clue', 'Safe Sex. No Regrets' and increased investment in 'Travelsafe'.
- A partnership between the Western Australian GPs Network and the Australasian Society for HIV Medicine has been developed to roll out human immunodeficiency virus training for GPs and allied health professionals.
- Following a desktop review that revealed a lack of sexual health information or dedicated services for culturally and linguistically diverse groups in Western Australia, a project was funded through Murdoch University to provide peer-based sexual health and HIV education to members of the West African Community. An evaluation report will be available in 2007-08.
- The Needle Syringe Distribution Program review was completed. The final report was endorsed by the project reference group and will be submitted for approval for wider distribution.

Major Initiatives For 2008-09

Immunisation

- The Human Papilloma Vaccine program for the prevention of cervical cancer will expand to school-based Years 7, 8 and 9.
- Enhance linkages from the Emergency Department surveillance, inpatient data and laboratory notifications to the Western Australian Sentinel Practitioner Network Surveillance.
- Feedback is to be provided to all stakeholders and assistance provided in implementing the recommendations of the research into factors influencing immunisation of Indigenous children in the south metropolitan area.

Pandemic Influenza

- The Public Health Division will develop operational plans and guidelines. These will include an operational communications framework, a pandemic influenza operations centre plan, the revision of the Western Australian State Distribution Plan and the development of a Home Care Guide for households.
- The Public Health Division will also audit hospital planning to determine readiness in case of a flu outbreak, purchase personal protective equipment for the health employees and liaise with the Department of Corrective Services and the Mental Health Division to expedite their pandemic influenza business continuity plans.
- A border surveillance exercise at Perth International Airport is scheduled for September 2008.

Tobacco control

- The Tobacco Control Branch will continue its state-wide compliance program in 2008-09 with a further media education campaign, continued inspections of retail and wholesale premises, continued investigations of complaints, continued targeted investigations and an anticipated completion of the Compliance Survey Legislative Guidelines in September 2008.
- Licensing administrative systems are to be reviewed to ensure effectiveness and capability.
- Advice and assistance will be provided to the Department of Corrective Services to develop and implement smoking reduction policies in prisons.

Disaster preparedness and management

- In 2008-09 the Disaster Preparedness and Management Unit will develop and implement a process for the rotation and maintenance of stock. The Unit will also procure medical consumables for the Australian Medical Assistance Teams and Urban Search and Rescue team and develop distribution processes for surge events and the Australian Medical Assistance Teams.
- Further operational data will be added to the generic pandemic plans by each hospital, including human resource plans, service reduction plans and other responses.

Health protection

- In 2008-09, the Health Protection Group will carry out health impact assessments of resource development and the Swan River. Guidelines for specific mosquito/mosquito-borne disease aspects will be drafted and the Group will complete a review of the funding for health-driven Local Government mosquito management programs.
- The Health Protection Group will establish a climate change steering group to identify priorities for action and implement strategies to address climate change.
- The Public Health Bill 2008 will be tabled in Parliament and the Health Protection Group will commence development of regulations, policies and guidelines to support the implementation of the new Act.
- Upon the Food Bill 2005 being passed by Parliament, regulations will be developed to support the implementation of the new Act.
- The Health Protection Group will develop the State Environmental Surveillance System and the State Environmental Health Workforce Strategy.
- Sexual health and blood-borne virus workforce training will continue, including funding for the Hepatitis Council of Western Australia to provide multi-disciplinary seminars on Hepatitis C. The Council will also develop a training program and resources for the pharmacy sector.
- The Western Australian AIDS Council will re-implement the 'Safe Sex. No Regrets' campaign following a positive evaluation.
- In September 2008, the Australasian Sexual Health Conference and Australasian Society for HIV Medicine will be held in Perth.
- A sexual health youth education project will be initiated with the Multicultural Services Centre of Western Australia Incorporated and the Office for Multicultural Interests.
- In response to recommendations of the Needle Syringe Distribution Program review, the Health Protection Group will establish a fixed site needle exchange in Fremantle and will continue to roll out needle and syringe vending machines in regional Western Australia.

Service 10: Dental Health Services

Dental health services includes the school dental service, providing dental health assessment and treatment for school children; the adult dental service for financially and/or geographically disadvantaged people; and the provision of specialist and general dental and oral health care by the Oral Health Centre of Western Australia to holders of a Health Care Card.

Services are provided through government funded dental clinics, itinerant services and through private dental practitioners participating in the metropolitan, country and orthodontic patient dental subsidy schemes.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	60,611	60,816	60,938	63,380	
<i>Less Income</i>	7,080	6,124	6,306	6,221	
Net Cost of Service ^(a)	53,531	54,692	54,632	57,159	
Adjustments ^(b)	(120)	(129)	(138)	(142)	
Appropriation for Delivery of Service ^(a)	53,411	54,563	54,494	57,017	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per enrolled child for school dental service.....	\$96	\$89	\$94	\$98	
Average cost per dental service provided by Oral Health Centre of Western Australia	\$106	\$110	\$114	\$120	
Average cost of completed courses of adult dental care	\$276	\$279	\$267	\$280	
Full Time Equivalents (FTEs)	709	594	721	732	

Major Achievements For 2007-08

- More than 241,000 school children continue to access free oral health treatment through the school dental program across the State.
- Government funding of \$1 million has resulted in approximately 2,000 patients receiving general dental care. The average wait time has been maintained at approximately 12.5 months, a significant achievement when considered against the increased costs of provision of dental care and difficulties in recruiting and retaining clinicians.
- The new Bunbury Dental Clinic opened on 14 January 2008. The Fitzroy Crossing Dental Clinic has been completed and will open following the recruitment of a dentist. Construction of the Broome Dental Clinic has commenced.
- The Dental Health Workforce Plan, including a remuneration strategy for clinical staff, was completed to address a number of risks which might impact upon the future viability of dental programs.

Major Initiatives For 2008-09

- The school dental program will continue its focus on providing enrolled school children with an annual oral health check. Approximately 250,000 school children are targeted to be enrolled and under care in the school dental program in 2008-09.
- Funding of \$1 million has been allocated to the dental wait list initiative for the 2008-09 financial year. This will provide general dental care for approximately 2,000 patients and maintain the average waiting time at 12.5 months.
- Dental Health Services expect to complete construction of the Broome Dental Clinic by December 2008. Dental Health Services also plan to redevelop the North Perth Dental Clinic as a Special Needs Dental Clinic by September 2008 to replace the dental clinic within the Disability Services Commission building in West Perth.
- Dental Health Services will commence implementation of the Dental Health Workforce Plan.

- Dental Health Services will also endeavour to subsidise private dental care for 20 per cent of targeted financially disadvantaged people. With the assistance of Commonwealth funding through the reintroduction of the Commonwealth Dental Health Program, it is expected that Dental Health Services will exceed this target.

Service 11: Home and Community Care Services

Home and Community Care (HACC) provides services that support people who live at home and who are at risk of premature admission to long-term residential care. Services include domestic assistance, social support, nursing care, respite care, food services and home maintenance.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	153,055	166,248	166,385	180,127	Increase in State and Commonwealth funding.
<i>Less Income</i>	92,889	100,896	101,060	109,419	
Net Cost of Service ^(a)	60,166	65,352	65,325	70,708	
Adjustments ^(b)	(339)	(353)	(389)	(403)	
Appropriation for Delivery of Service ^(a)	59,827	64,999	64,936	70,305	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost of HACC services per person with long-term disability	\$2,176	\$2,171	\$2,298	\$2,439	
Full Time Equivalents (FTEs)	244	260	270	277	

Major Achievements For 2007-08

- The review agreement for the operation of the Western Australian HACC program was signed by the Minister for Health and the Commonwealth Minister for Health and Ageing. The agreement sets out the strategic directions, priorities and allocation of funds for the HACC program over the next three years.
- The first Western Australian HACC Triennial Plan was provided to the Commonwealth Government in March 2008. The Triennial Plan is part of the review agreement for the operation of the Western Australian HACC program.
- Access Networks demonstration projects have commenced in Esperance and are due to commence within the Kimberley and the City of Swan in 2008. Access Networks meet COAG requirements to simplify clients' access into HACC services.

Major Initiatives For 2008-09

- Access Networks demonstration projects will be completed in Esperance, the Kimberley and the City of Swan and evaluation will commence. Information gathered through the demonstration and evaluation process will inform the wider rollout of Access Networks across the State.
- HACC service providers in Western Australia, including those managed by the WACHS, will adopt the Wellness Approach to Community Homecare that promotes an enabling model rather than a maintenance model.

Service 12: Aged Care Assessment Services

Aged care assessment services conduct assessments to determine whether an aged person requires care in an appropriate Commonwealth funded aged care facility or whether a package of care in the community is required. Services include assessment and recommendation for Care Awaiting Placement (CAP) and Transitional Care services jointly funded by the State and Commonwealth Governments. An assessment and recommendation by an Aged Care Team delegate for residential care is a prerequisite to the State funded CAP program and the jointly funded Transitional Care program.

	2006-07 Actual \$'000	2007-08 Budget ^(c) \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	26,290	30,626	34,734	41,712	Additional funding for Care Awaiting Placement.
<i>Less Income</i>	14,409	16,438	16,909	16,309	
Net Cost of Service ^(a)	11,881	14,188	17,825	25,403	
Adjustments ^(b)	(62)	(45)	(71)	(74)	
Appropriation for Delivery of Service ^(a)	11,819	14,143	17,754	25,329	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) 2007-08 Budget Estimates have been adjusted for comparability purposes. Transitional care services totalling \$9.4 million, previously incorrectly included in Service 14, have now been included in Service 12.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per completed Aged Care Assessment Team (ACAT) assessment	\$633	\$504	\$570	\$585	
Average cost per care awaiting placement (CAP) day	\$265	\$262	\$274	\$300	
Full Time Equivalents (FTEs)	140	132	160	165	

Major Achievements For 2007-08

- The Aged Care Assessment Team (ACAT) quality framework to identify and promote good practice across Western Australia has been completed and has been provided to those teams.
- The ACAT Quality and Training Reference Group was formed to implement the Western Australian training and quality frameworks. The Group met on a quarterly basis to provide a forum for the development and implementation of quality and training initiatives.
- Nine training sessions covering the key clinical operational and policy requirements of the ACAT have been completed. This is part of the state-wide implementation of the ACAT Training Framework.
- The ACAT Managers Group was developed and met twice in 2007-08 to provide a forum for the development, promotion and implementation of operational management initiatives, particularly in reference to timeliness, quality and consistency of assessments.
- The WA Health Aged Care Network is continuing to work towards the formulation of the service models that specifically include a model of care for dementia. The Western Australian Model of Care for Dementia will provide a framework to incorporate and report on the objectives of the National Action Plan for Dementia.
- The CAP program has expanded from 114 beds in February 2007 to 223 beds in February 2008.

- Transitional care programs were implemented in the South West region in September 2007, in the Mid West region in February 2008 and in the Great Southern region in March 2008.

Major Initiatives For 2008-09

- Training and support will be provided to ACAT to continue the implementation of a framework promoting good practice across Western Australia.
- Further training sessions are to be provided in 2008-09 for ACAT. The core groups to receive the training are the teams themselves, but limited places will be offered to WA Health clinicians who work with older Western Australians and to aged care service provider staff.
- The WACHS will develop and implement transfer protocols between South West residential aged care facilities, Emergency Departments and the ACAT to provide uninterrupted care for older clients.
- Care provision standards specific to CAP will be developed to implement a consistent framework across Western Australia.

Service 13: Community Mental Health Services

Community mental health comprises a range of community-based services for people with a mental illness. These services include emergency assessment and treatment, case management, psycho-geriatric assessment and day programs provided in a clinic or the home. Services are provided by government agencies, and non-government organisations. Contracted non-clinical services provide support to long-term mental health patients living in the community.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	158,605	149,045	175,213	188,689	Additional funding for the Mental Health Strategy. Decrease in Commonwealth program funding.
<i>Less Income</i>	646	647	1,374	649	
Net Cost of Service ^(a)	157,959	148,398	173,839	188,040	
Adjustments ^(b)	(355)	(316)	(407)	(422)	
Appropriation for Delivery of Service ^(a)	157,604	148,082	173,432	187,618	

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(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per person receiving care from public community-based mental health services	\$3,820	\$3,390	\$4,181	\$4,395	
Average cost per hour for community support provided by non-government organisations to people with a severe and persistent psychiatric disability	\$62	\$62	\$65	\$66	
Full Time Equivalents (FTEs)	487	488	506	515	

Major Achievements For 2007-08

- The following initiatives to address postnatal depression were implemented:
 - ‘Beyond the Boundaries’ Perinatal Mental Health Symposium was held in August 2007 to promote perinatal mental health to the broader WA Health sector;
 - culturally appropriate perinatal mental health training module for Indigenous Health Workers was developed and delivered at Marr Mooditj Aboriginal Health Training College;
 - new service model frameworks and service agreements to enhance postnatal depression services for Iraqi, Sudanese and Ethiopian communities in Western Australia were developed; and
 - six month pilot project to provide perinatal hospital at home services was delivered. The aim was to decrease the pressure on the utilisation of beds in the new Mother Baby Unit. The pilot provided perinatal training to staff, increased staff awareness of the specific needs of perinatal patients admitted to the hospital at home program and fostered a closer working relationship between HITH and the new Mother Baby Unit, which was opened at King Edward Memorial Hospital for Women in June 2007.
- Two Dialectical Behaviour Therapy groups were established, one in Fremantle and one in Rockingham. The programs operated for 19 weeks with the participation of six adolescent girls and their parents. There were about 12 to 13 participants in each group. Each participant received individual and group counselling as part of the program and there was evidence of improvement in behaviour and communication.
- Video-conferencing equipment has been installed in an additional 58 centres across the State to expand telepsychiatry services. These services include specialist mental health services to clients and professional development opportunities for staff within country mental health services. A two-month project will commence in three sites to trial the provision of specialist mental health services to clients in their own homes utilising video-conferencing. The project is scheduled for completion by June 2008.
- Commonwealth funding of \$650,000 provided under the Quality through Outcomes in Mental Health Care 2006-2008 initiative was utilised to conduct three projects in mental health services. The aim of the projects was to better integrate consumer outcome measurement in clinical practice and to further improve consumer participation in outcome measurement. Clinicians and consumers have indicated that there is increased awareness of consumer outcome measures used in mental health services. The projects are due for completion by 30 June 2008.

Major Initiatives For 2008-09

- Initiatives to address postnatal depression will continue through:
 - implementation of the Indigenous Perinatal Mental Health Service expansion project in Carnarvon;
 - implementation of the culturally and linguistically diverse Perinatal Mental Health Service expansion project in the Perth metropolitan area;
 - implementation of the Practical Support Service expansion project at two Western Australian sites –metropolitan (Belmont/Victoria Park) and rural (Australind/Eaton);
 - pilot of the Perinatal Anxiety Training Module;
 - roll-out of the Feeling Attached Training Module; and
 - development of a health professionals perinatal mental health website.
- Development of new services for clients with Attention and Hyperactivity Related Disorders will commence.
- The eating disorders program at Princess Margaret Hospital for Children will expand in 2008-09 to provide more places in the intensive day treatment and in home therapy programs. Additional staff will be employed and new premises refurbished to accommodate the day treatment program. Planning for the construction of a permanent facility in Princess Margaret Hospital for Children will commence.
- New services will be provided by non-government organisations to provide expanded support services for children of parents with a mental illness and to provide physical health programs and other health promotion programs for people with chronic mental health conditions.

Service 14: Residential Care

Residential care services are provided for people assessed as no longer being able to live at home. Services include non-acute admitted continuing care, nursing home care provided by the State, nursing home type care provided in public hospitals and hostel care.

	2006-07 Actual \$'000	2007-08 Budget ^(c) \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	75,843	86,807	81,158	84,256	
Less Income	4,951	5,462	6,565	6,438	
Net Cost of Service ^(a)	70,892	81,345	74,593	77,818	
Adjustments ^(b)	(159)	(204)	(183)	(189)	
Appropriation for Delivery of Service ^(a)	70,733	81,141	74,410	77,629	

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(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(c) 2007-08 Budget Estimates have been adjusted for comparability purposes. Transitional care services totalling \$9.4 million, previously incorrectly included in Service 14, have now been included in Service 12.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per bed day for specified residential care facilities, flexible care (hostels) and nursing home type residents	\$313	\$396	\$335	\$351	
Average cost per day of care for non-acute admitted continuing care	\$33	\$41	\$102	\$105	

Major Achievements For 2007-08

- A number of initiatives have been implemented to enhance residential aged care:
 - stronger links have been made with the Royal Perth Hospital Emergency Department's Care Coordinating Team. This multi-disciplinary team identifies high risk residential aged care patients over the age of 65 (or 45 for Aboriginal and Torres Strait Islander patients) who might require follow up when discharged back to a residential aged care facility;
 - stronger partnerships and links have been established with divisions of general practice and Silver Chain; and
 - Residential Care Line data collection has been streamlined to ensure all services are reporting information.
- Aged care services in country areas have been enhanced by the appointment of Aged Care Managers in each region and the implementation of risk screening of all older patients accessing Emergency Department s.
- The Residential Care Line continues to demonstrate rapid growth since implementation in 2004. Of all referrals in 2007, 56 per cent demonstrated Emergency Department prevention, which is 20 per cent above target. This service is about to expand to a seven days per week service.
- In partnership with the Health Consumers Council Western Australia, a consumer-focused brochure on transition care options for the elderly has been developed and published.

Major Initiatives For 2008-09

- Visiting geriatric specialist services are to be expanded to all country regions to strengthen residential aged care services and skills.
- A residential outreach service model is to be developed in the South West region to improve relationships with non-government residential aged care facilities and general practice. It is anticipated that improved relationships will build capacity, provide more timely care to clients and help avoid Emergency Department assessment and ambulance transfers.
- A new multi-purpose service program to integrate State and Commonwealth Government funds for aged care will be established in Exmouth. It is expected that this will provide efficiencies in staffing and services.
- A culturally appropriate satisfaction survey will be developed for Aboriginal and Torres Strait Islander residents in country hospitals and facilities. The aim is to identify needs and gaps to enhance care and communication.
- Visiting geriatric specialist services will be expanded to the Great Southern, the Goldfields and the South West to strengthen residential aged care services and skills.

Service 15: Residential Mental Health Care

Non-government agencies are contracted to provide 'home type' or nursing home or hostel residential care to people with a long-term mental health condition, which includes Community Supported Residential Units.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	6,497	6,728	8,446	13,329	Additional funding for the Mental Health Strategy.
<i>Less Income</i>	1,397	1,564	1,565	1,604	
Net Cost of Service ^(a)	5,100	5,164	6,881	11,725	
Adjustments ^(b)	(25)	(14)	(29)	(30)	
Appropriation for Delivery of Service ^(a)	5,075	5,150	6,852	11,695	

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(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average WA Health subsidy per bed day provided to support people with psychiatric illness living in community residential accommodation provided by non-government organisations	\$99	\$94	\$147	\$152	
Average WA Health subsidy per bed day to support residents in metropolitan licensed private psychiatric hostels	\$17	\$17	\$17	\$18	
Average WA Health subsidy per bed day provided to aged care nursing homes to manage people who have a psychiatric illness and significant behavioural problems....	\$191	\$209	\$191	\$197	

Major Achievements For 2007-08

- Construction of the Community Supported Residential Units in Albany, Busselton and Geraldton were completed between November 2007 and February 2008 and residents have commenced moving in.
- Construction of Community Options group homes in Kelmscott was completed in April 2008 with the official opening scheduled for June 2008.
- Construction of the Community Supported Residential Unit in Bunbury is due for completion in May 2008.
- Tender documentation for the construction of transition accommodation in East Perth for homeless adults with a mental illness and in Fremantle for homeless young people with a mental illness will be released by June 2008.

Major Initiatives For 2008-09

- Capital works for Community Supported Residential Units in Bentley, Stirling (Osborne Park) and Middle Swan are scheduled for completion between July 2008 and April 2009.
- Planning for Community Supported Residential Units in Armadale, Kalamunda and Peel will be progressed.
- Capital works for Community Options group homes in Mount Claremont and Osborne Park are scheduled for completion by June 2009.
- Capital works for the Community Options group home in Bentley will be largely complete by June 2009.

Service 16: Chronic Illness and Continuing Care Support

Chronic illness and continuing care support services are provided to people with a chronic condition, enabling them to remain healthy at home. The services offered include the Chronic Disease Management Program. These services reduce unplanned/avoidable admissions and presentations to Emergency Departments as well as reducing length of stay for patients requiring inpatient care.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	30,711	34,838	34,312	34,925	Decrease in Commonwealth program funding.
<i>Less Income</i>	1,350	1,350	1,582	1,347	
Net Cost of Service ^(a)	29,361	33,488	32,730	33,578	
Adjustments ^(b)	(65)	(74)	(75)	(77)	
Appropriation for Delivery of Service ^(a)	29,296	33,414	32,655	33,501	

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(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per client in a chronic disease management program.....	\$1,995	\$1,506	\$2,044	\$2,144	
Average cost to support patients who suffer specific chronic illness and other clients who require continuing care	\$38	\$37	\$40	\$41	
Full Time Equivalents (FTEs)	63	-	81	81	

Major Achievements For 2007-08

- Chronic Disease Management Teams have targeted a 25 per cent reduction in hospital utilisation in groups that have graduated from the Chronic Disease Management Program in 2007-08. Evaluation of the impact is currently underway and the final report with both qualitative and quantitative data will be available in June 2008.
- The Diabetes Model of Care has been completed by the Endocrine Health Network and endorsed by the State Health Executive Forum. Key stakeholders across health sectors attended a workshop in February 2008 to contribute to service planning for the NMAHS diabetes service.
- A Respiratory Health Network working group has developed a draft model of care for chronic obstructive pulmonary disease. This model builds on the Western Australian Chronic Respiratory Disease Clinical Service Improvement Framework.
- The Ambulatory Care Service Directory, a searchable online database, is in the final stages of testing and is on target for full website implementation by June 2008. Details of Ambulatory Care Services across the State, including public, non-government and private providers, are listed in the database.
- Ambulatory care services have commenced in all regions across the WACHS.
- A number of WoundsWest projects have been completed or are progressing towards completion by June 2008:
 - state-wide wound prevalence survey has been completed and distributed to all health services;
 - second prevalence survey was completed in April/May 2008;
 - Core Wound Management module and the first of four sub-specialty modules are online, with another two planned to go live by June 2008;
 - recruitment for a WoundsWest Consultant Team is in progress; and
 - wound imaging and documentation system is in development. Eight trial sites have been confirmed and installation took place in March 2008. Implementation and a pilot phase took place in April 2008.
- The South West Chronic Disease Self Management pilot has been evaluated and projects have commenced in the Great Southern, the Mid West and the Wheatbelt to develop regional models of chronic disease management, including care and referral pathways incorporating linkages with other key service providers such as GPs.
- The Continence Management and Advice Service was established across Western Australia to provide community-based management and advice on the basis of clinically-assessed need to people with ongoing continence conditions who are financially disadvantaged and unable to access existing assistance schemes. The overall project is managed in association with the Disability Services Commission, which administers the product subsidy component of the scheme. A single non-government organisation provides both the clinical and the product subsidy components of the scheme.
- A Continence Advisor position has been established in the Great Southern to provide an advanced level of practice and care for patients with continence problems.
- The Australian Better Health Initiative has supported the placement of 18 cancer nurse coordinators, in both metropolitan and country areas, to work with service providers in order to improve coordination of care for cancer patients.

Major Initiatives For 2008-09

- The business plan and assessment of the NMAHS ambulatory care for chronic obstructive pulmonary disease service are to be completed. Strategic planning for the ambulatory care for diabetes service will be completed by December 2008 and restructuring will be completed by June 2009.
- An implementation strategy for the diabetes model of care will be developed and the chronic obstructive pulmonary disease model of care will be completed.
- The Ambulatory Care Service Directory is to be embedded as a fully sustainable information service with regular information updates. Partnerships will be developed with other directory providers such as Diabetes Western Australia, Perth Primary GP Network and Cancer and Palliative Care Network to optimise links and information sharing to the benefit of consumers and service providers.
- An ambulatory care policy framework for HITH and post acute care will be developed at all regional centres and some peripheral sites across the WACHS.
- The WoundsWest project will continue:
 - a pilot wound prevalence survey;
 - investigation of methods to audit implementation and effectiveness of evidence-based wound management;
 - development and 'go live' of online satellite wound education modules 2-6;
 - completion of the Indigenous wound management improvement initiative (State Health Research Advisory Council grant in association with Murdoch University) and associated report recommendations;
 - recruitment and pilot of WoundsWest Consultant Team (which operates as a clinical support resource for health practitioners state-wide); and
 - evaluation of a wound imaging and documentation system pilot and recommendations for statewide rollout.
- The WACHS will develop a regional urological/continence key stakeholders network.
- The WACHS will strengthen chronic disease management at a regional, district and community level by:
 - developing base training in chronic disease self management models in all country regions, with Master Trainer capacity identified;
 - developing a chronic disease management framework including a chronic disease self management program and service options in each region; and
 - exploring new technologies and models of care for self management and partnered care (case management) incorporating the Health Network pathways.
- Through the efforts of the Australian Better Health Initiative, 18 cancer nurse coordinators will continue to provide support, advocacy, assessment and referral services to cancer patients and contribute to the development of specific models of care for tumours.

Service 17: Drug and Alcohol Services

The Drug and Alcohol Office is responsible for drug and alcohol strategies and services in Western Australia. The agency provides a state-wide network of treatment services, a range of prevention programs and professional education, training and research activities. It coordinates whole-of-government policies and strategies in conjunction with State and Commonwealth agencies.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	42,496	45,746	49,765	54,929	Additional funding for Drug Summit initiatives. Decrease in Commonwealth and State funding.
<i>Less Income</i>	9,410	7,530	9,969	6,347	
Net Cost of Service ^(a)	33,086	38,216	39,796	48,582	
Adjustments ^(b)	(104)	(97)	(119)	(123)	
Appropriation for Delivery of Service ^(a)	32,982	38,119	39,677	48,459	

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(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost of client episodes for non-residential and residential alcohol and other drug services	\$1,004	\$1,052	\$1,114	\$1,170	
Full Time Equivalents (FTEs)	224	178	214	214	

Major Achievements For 2007-08

- The integration of alcohol and drug services across the metropolitan region is almost complete, providing a metropolitan-wide network of comprehensive community drug services. Medical services provided by the Drug and Alcohol Office and drug and alcohol services provided by the non-government sector now operate as integrated community drug services in the north, south and southeast corridors of the Perth metropolitan area. Integration in the north-east corridor commenced in March 2008 and an integrated youth service is also operational, with full co-location of services planned for June 2008.
- The Psycheck screening and intervention program has been developed for the metropolitan and regional alcohol and drug sector. Training has been provided to managers, senior staff and clinical workers to ensure a systematic approach to dealing with the mental health issues of depression and anxiety. It is expected that about 200 people will have undertaken the training program by the end of 2008.
- The executives of the Drug and Alcohol Office and the Department for Child Protection have agreed in principle to link referral processes and protocols of the two sectors. A memorandum of understanding and resource kit for staff is planned for completion by June 2008.
- The Drug and Alcohol Office nominated a representative to the Department for Child Protection's Child Safety Directors Group in February 2008. Reciprocal protocols between the two agencies will be in place by June 2008.
- Expansion of services for Indigenous people was assisted by the establishment of six dedicated beds for Indigenous clients within the Palmerston residential rehabilitation program at Wellard. Indigenous staff have been recruited to work at the service provided in partnership with the Aboriginal Alcohol and Drug Service.

- In collaboration with the WACHS, the Drug and Alcohol Office has begun a rollout of training for health workers to provide brief interventions addressing tobacco use and problematic alcohol use by patients in country hospitals throughout Western Australia.
- Three public education campaigns were implemented across the State for the amphetamine use 'Drug Aware' public health campaign. The Amphetamine Education Campaign aims to prevent amphetamine use and increase access to treatment and support services.
- The Drug and Alcohol Office, together with the Western Australia Police, held a Western Australian Illicit Amphetamine Summit in July 2007. Recommendations from the summit formed a government action plan focusing on prevention, treatment and law enforcement and covering whole-of-government areas where amphetamines were having an adverse impact (mental health, acute health services, child protection, corrective services, courts and Indigenous issues). The Government committed \$16 million over four years to support implementation of the summit recommendations.
- A statutory review of the *Cannabis Control Act 2003* was completed in November 2007. Recommendations from the review were endorsed by Government. An implementation working group comprising members from Western Australia Police, the Department of Corrective Services and the Department of the Attorney General has been convened to implement the recommendations.

Major Initiatives For 2008-09

- A new evidence-based Western Australia alcohol and drug strategy for 2009-2014 will be developed. This will focus on strategic priorities for the Government in addressing alcohol and drug related harm and will include an Indigenous alcohol and drug plan.
- The Drug and Alcohol Office's alcohol education campaign will be re-branded with a new campaign title, Rethink Drink. The campaign consists of television advertising, convenience advertising and unpaid media strategies. Information from the evaluation of the new Rethink Drink message and campaign, which was launched in February 2008, will direct the next phase scheduled for October/November 2008.
- Strategies from the Parental Drug and Alcohol Use on Pregnancy, Newborns and Infants policy framework will be implemented to ensure the provision of coordinated treatment and support pathways across agencies.
- The Drug and Alcohol Office will commence implementation of a regional approach to addressing alcohol and drug issues with specific emphasis on Indigenous communities where appropriate.
- Prevention initiatives will focus on working with local communities to establish alcohol management strategies. Treatment initiatives will focus services to respond in a holistic and coordinated approach to assist clients and their families and to ensure a continuum of care.
- The Drug and Alcohol Office will implement recommendations of the Government action plan to address amphetamine problems. These recommendations include prevention initiatives via the 'Drug Aware' public health campaign, training for alcohol and drug workers, the development of peer education resources and the provision of treatment and support. The Drug and Alcohol Office will also monitor and report on progress on the implementation of recommendations by other agencies through the Western Australia Drug and Alcohol Strategy Senior Officers Group.
- Legislative amendments to the *Cannabis Control Act 2003*, the *Misuse of Drugs Act 1981* and the *Young Offenders Act 1994* will be made as a result of the *Cannabis Control Act 2003* statutory review. Key initiatives for 2008-09 include extension of the scheme to include juvenile offenders, development of new therapeutic brief intervention sessions, expansion of services across the State to better provide for Indigenous people, development of a new Drug Aware cannabis education campaign to raise awareness of the health effects of cannabis, improved powers to monitor compliance of paraphernalia retailers and more streamlined procedures for the Western Australia Police.

CAPITAL WORKS PROGRAM

The capital works program facilitates remodelling and development of the current health infrastructure, as defined by the health reform agenda, and identifies future areas of need. The planned capital expenditure for 2008-09 is \$502 million. Program initiatives include the continuation of key reform strategies to develop the major projects of metropolitan general and tertiary hospitals, regional resource centres and enhance existing mental health facilities.

- North Metropolitan Area Health Service:
 - continue development of the Joondalup Health Campus to expand the Emergency Department and associated support services, plus provide additional acute hospital and mental health beds;
 - commence development of the Osborne Park Hospital, Stage One development that will include additional mental health beds, plus expanded day rehabilitation and refurbishment of existing rehabilitation facilities;
 - continue development at the Queen Elizabeth II Medical Centre, which will include expanded facilities for research, education, pathology, ambulatory care and cancer services;
 - commence development of the new Swan District General Hospital. This will provide a General Hospital with an increased range of medical services including general surgery, orthopaedics, Emergency Department, obstetrics, gynaecology, paediatrics, mental health, rehabilitation, ambulatory and diagnostic facilities; and
 - continue construction of modifications at King Edward Memorial Hospital to ensure existing facilities are safe and appropriate to meet operational requirements.
- South Metropolitan Area Health Service:
 - continue development of the Armadale-Kelmscott Memorial Hospital to expand Emergency Department capacity and support services;
 - continue redevelopment of Rockingham-Kwinana District Hospital to provide a general hospital with an increased range of medical services, including general surgery, orthopaedics, emergency, obstetrics and gynaecology, paediatrics, mental health and a new childcare centre;
 - continue development of the new Fiona Stanley Hospital, which will house the full range of acute services expected of a major hospital – as well as critical state-wide services including major trauma, burns, and heart and lung transplants. It will also be home to Western Australia's first comprehensive cancer centre south of the river;
 - continue development of the Mandurah Community Health Centre Stage Two to accommodate allied, community and mental health services;
 - continue modifications at Fremantle Hospital to ensure that this key facility remains clinically appropriate pending development of the new Fiona Stanley Hospital; and
 - complete construction and commence operation of the Murray District Health Centre to accommodate GP services, and provide enhanced community-based aged care, mental health and Aboriginal health services.
- Child and Adolescent Health service:
 - continue construction of modifications at Princess Margaret Hospital to ensure existing facilities are safe and appropriate to meet operational requirements.
- Western Australian Country Health Service:
 - continue development of a new facility to replace the Busselton District Hospital;
 - continue construction of the Stage One redevelopment of Broome Hospital as the regional resource centre for the Kimberley that will include new operating theatres, mortuary, kitchen and laundry, specialist consulting rooms, pharmacy, dental services, ward remodelling and a new acute inpatient mental health unit;
 - continue development of enhanced facilities at Wyndham;
 - continue construction of a new health facility at Denmark, which will include hospital inpatient and outpatient services and residential aged care services;
 - continue the ongoing renewal of country housing to attract and retain country staff;
 - continue development of the Albany Regional Hospital Redevelopment Stage One;
 - continue development of the Hedland Regional Resource Centre Replacement Stage Two that will accommodate hospital inpatient and outpatient services, allied health and support services and replace the ageing facility at Port Hedland; and
 - commence development of the Kalgoorlie Regional Resource Centre, which will include an upgrade and expansion of Emergency Department, medical imaging, day surgery and theatres.

- Mental Health Services:
 - complete construction of additional inpatient mental health beds at Joondalup Health Campus;
 - continue construction of the new acute inpatient mental health unit at Broome Hospital;
 - finalise planning and commence development of expanded mental health facilities at Sir Charles Gairdner Hospital.
- State-wide Developments:
 - continue the ongoing program of \$241 million to upgrade and replace hospital equipment (\$38.7 million in 2008-09) to provide better services for patients and a better work environment for staff;
 - continue the ongoing program of \$253 million to maintain the existing capital infrastructure of health facilities (\$23.0 million 2008-09), including the replacement of building services components, hospital plant and equipment and the undertaking of other minor building works;
 - finalise the development of the framework for the Information Communication Technology (ICT) Strategy that outlines the key investments and operational budgets required to deliver effective and efficient information management support for WA Health's clinical and administrative business; and
 - continue the implementation of the initial components approved under the ICT Strategy, which include the Pharmacy Management System (PMS) and Patient Administration Systems (PAS).

The capital works program table below details capital projects completed in 2007-08, and those to continue or expected to commence in 2008-09.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Equipment				
Equipment Replacement Program	241,400	130,964	38,930	38,755
Hospitals, Health Centres and Community Facilities				
Albany Regional Resource Centre - Redevelopment Stage 1	44,104	205	205	4,850
Armadale-Kelmscott Hospital Development	15,970	2,864	2,576	8,650
Broome Regional Resource Centre - Inpatient Mental Health Unit	9,422	200	200	6,000
Broome Regional Resource Centre - Redevelopment Stage 1	42,000	16,817	13,133	11,692
Bunbury - Replacement Dental Clinic	3,186	3,143	1,450	43
Busselton Integrated District Health Service - Replacement	77,400	387	387	9,288
Country Staff Accommodation - Stage 3	27,666	13,989	3,000	5,800
Country Staff Accommodation - Stage 4	10,000	500	500	5,000
Denmark Multi-Purpose Centre - Replacement	18,000	14,726	11,690	3,274
Fiona Stanley Hospital - New Stage 1	1,761,500	14,597	12,117	84,305
Fremantle Hospital - Holding	15,000	50	50	5,240
Graylands Hospital - Redevelopment Planning	600	300	168	300
Harvey Hospital - Redevelopment	6,200	33	33	630
Hedland Regional Resource Centre - Replacement Stage 2	114,000	7,968	6,602	55,766
Joondalup Health Campus - Development Stage 1	119,007	1,750	50	49,337
Joondalup Health Campus - Inpatient Mental Health Unit	12,315	9,324	9,324	2,991
Kalamunda Hospital - Redevelopment Stage 2	15,439	200	200	2,750
Kalgoorlie Regional Resource Centre Redevelopment Stage 1	40,000	300	300	2,800
KEMH - Holding	18,101	2	2	6,097
KEMH Holding - Emergency Generator Upgrade	400	50	50	350
KEMH Holding - Fire Safety System	250	250	250	-
KEMH - Lift upgrade Block B	500	500	500	-
KEMH - Negative Pressure Isolation Rooms	900	200	200	700
Kimberley - Various Health Project Developments	45,300	44,625	12,200	675
Kununurra Integrated District Health Service - Development	6,130	5,230	-	900
Mandurah Community Health Centre - Development Stage 2	3,418	175	175	3,018
Nickol Bay Hospital - Roof Replacement	2,500	150	150	2,350
Royal Perth Hospital - Holding	9,825	4,080	952	500
Moora Multi-Purpose Centre - Redevelopment	8,529	8,371	88	158
Morawa and Perenjori Multi-Purpose Centre - Replacement	9,130	8,220	6,878	910
Murray District Health Centre - Development	5,470	1,620	1,620	3,800
Swan Health Campus - New Stage 1	181,200	50	50	6,550
Osborne Park Hospital Reconfiguration Stage 1	79,039	50	50	3,500
Peel Health Campus Emergency Department Expansion	3,000	2,660	2,411	340
Princess Margaret Hospital (PMH) Holding	10,398	323	323	5,900
PMH Holding - Procedure Room	600	600	173	-
PMH - Eating Disorders Clinic	4,650	440	440	4,110
Queen Elizabeth II Medical Centre Trust (QEIMC) - Contribution to new Research Facility	25,000	2,489	2,489	11,635

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
QEIMC - New Pathology Facility	71,400	411	411	4,499
Rockingham-Kwinana Hospital - Redevelopment Stage 1	115,243	38,674	34,250	59,772
Sir Charles Gardiner Hospital (SCGH) - Cancer Centre Stage 2	65,399	344	344	4,478
SCGH - Development Stage 1	378,442	92	92	1,728
South West Health Campus (SWHC) - Inpatient Mental Health Unit Expansion	6,584	6,512	3,800	72
SWHC - New Mental Health Clinic	3,274	3,231	1,400	43
SWHC - New Radiotherapy Facility	8,500	200	200	800
Wyndham Multi-Purpose Centre - Development	4,500	563	200	3,937
Other Projects				
Information and Communication Technology - Pharmacy Management Application PMA	8,773	3,343	3,343	5,430
Information and Communication Technology	326,227	10,340	7,804	27,722
Upgrade of the Health Corporate Network (HCN) Human Resources Information System	7,024	3,924	3,924	2,100
Minor Buildings Works	253,430	86,086	33,352	23,000
Carryover - Various	1,857	1,340	33	164
Commonwealth Elective Surgery Initiative (Elective Surgery Blitz)	2,800	700	700	2,100
Corporate and Shared Services Reform	29,832	12,813	7,024	3,452
Infrastructure Planning	13,239	11,700	140	1,000
Western Australia Country Health Service - Picture Archiving and Communication Service for Regional Resource Centres	6,500	3,670	3,670	2,830
Total Works in Progress	4,290,573	482,345	230,603	492,091
COMPLETED WORKS				
Equipment				
Communication Infrastructure	11,000	11,000	1,043	
Hospitals, Health Centres and Community Facilities				
Carnarvon Integrated Health Service - Redevelopment Stage 1	2,908	2,908	2,559	
Carnarvon - Sobering Up Centre	500	500	500	
Community Health Facilities - Expansion State-wide	6,202	6,202	555	
Denmark Multi-Purpose Centre - Planning and Upgrade	1,500	1,500	1,027	
Hedland Regional Resource Centre - Replacement Stage 1 Residential Care	14,400	14,400	92	
Kalumburu - Replacement Health Clinic	1,300	1,300	1,300	
Mental Health Initiatives	7,980	7,980	647	
Morawa Multi-Purpose Centre - Fees and Initial Works	890	890	352	
North Perth - Dental Clinic Extension	300	300	289	
SCGH - Neurosciences Centre	5,505	5,505	1,505	
Swan District Hospital - Obstetrics Unit	1,903	1,903	3	
Swan Health Campus - Land for New Facility	11,300	11,300	50	
Port Hedland Regional Resource Centre - Interim Works	2,505	2,505	295	
Royal Perth Hospital - Emergency Department Expansion	5,983	5,983	5,983	
Other Projects				
Information and Communications Technology Shared Services - Relocation	379	379	339	
Land Acquisition	5,750	5,750	1,663	
Pathways Home Program	23,000	23,000	21,526	
Picture Archive and Communication System - Stage 1 Metro and Country	6,500	6,500	1,375	
State-wide Condition Audit - Stage 2	17,502	17,502	353	
Total Completed Works	127,307	127,307	41,456	-
NEW WORKS				
Equipment				
Neonatal Medical Equipment	875			350
Kimberley Renal Support Service	1,400			632
Hospitals, Health Centres and Community Facilities				
Bentley Hospital - Development	10,341			
Carnarvon Integrated District Health Service - Redevelopment Stage 2	6,000			
Eastern Wheatbelt District (including Merredin) - Development and Restructuring	9,000			
Esperance Integrated District Health Service - Redevelopment	13,000			
Fremantle Hospital - Reconfiguration Stage 1	13,211			
GP Super Clinics	10,000			5,000
Graylands Hospital - Development Stage 1	16,084			
Peel Health Campus - Development Stage 1	3,444			
Princess Margaret Hospital - Redevelopment/Replacement	206,799			
Shenton Park - Holding	5,000			2,726
SWHC - Intensive Care Unit	300			300

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
Upper Great Southern District (including Narrogin) - Development and Restructuring	9,000			
WACHS and South West Area Health Service Rural Various 12 Year program for allocation	20,853			
Other Projects				
Country Transport Initiatives	3,326			517
Mandatory Reporting Of Child Sexual Abuse	20			20
Total New Works	328,653	-	-	9,545
Total Capital Works Program	4,746,533	609,652	272,059	501,636

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	163,735	324,474	272,059	501,636	574,330	591,689	893,599
Working capital requirement							
Loan and Other Repayments	12,935	13,619	13,619	53,617	12,711	13,253	13,852
	176,670	338,093	285,678	555,253	587,041	604,942	907,451
LESS							
Asset Sales	-	900	868	900	900	900	-
Commonwealth Grants	-	-	3,125	2,100	-	-	-
Drawdowns from the Holding Account	13,605	1,569	1,569	-	-	-	-
Funding Included in Service Appropriations	-	10,930	16,986	11,203	11,483	11,770	12,417
Funding Included in Department of Treasury and Finance - Administered Item	63,885	140,846	96,446	242,137	238,902	221,957	287,304
Funding Included in Department of Treasury and Finance - Fiona Stanley Hospital	-	15,150	12,117	84,305	184,851	243,228	544,211
Internal Funds and Balances	3,837	-	(6,293)	-	-	-	-
Other	18,178	-	3,130	-	-	-	-
Capital Contribution	77,165	168,698	157,730	214,608	150,905	127,087	63,519

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	2,054,690	2,120,210	2,267,901	2,434,935	2,590,189	2,713,175	2,845,027
Superannuation	181,743	183,202	195,498	208,783	222,376	233,928	246,204
Grants and subsidies ^(b)	371,687	391,744	410,251	427,960	427,481	447,996	492,668
Supplies and services	234,509	329,396	326,637	334,454	342,815	359,697	380,900
Accommodation	47,425	48,641	50,313	53,197	55,325	57,994	61,272
Finance costs	11,809	11,011	11,011	10,070	9,372	8,874	8,400
Capital user charge ^(c)	168,130	-	-	-	-	-	-
Depreciation and amortisation	106,681	99,478	102,657	105,289	121,551	132,674	133,538
Direct patient support	483,770	492,773	499,781	529,525	550,787	582,653	617,428
Indirect patient support	101,139	99,779	137,300	121,242	118,135	123,297	134,221
Visiting medical practitioners	81,302	92,179	93,382	98,973	102,661	108,274	114,553
Private sector contracts	145,295	156,178	158,234	172,478	180,194	190,968	202,019
Loss on disposal of non-current assets	1,293	-	-	-	-	-	-
Other expenses	58,575	9,964	34,834	38,235	40,567	43,331	45,753
TOTAL COST OF SERVICES	4,048,048	4,034,555	4,287,799	4,535,141	4,761,453	5,002,861	5,281,983
Income							
User charges and fees	148,091	147,706	154,876	160,774	166,264	171,945	177,819
Gain on disposal of non-current assets	125	288	1,610	100	100	100	100
Grants and subsidies	327,748	321,523	373,299	353,903	341,589	352,865	369,332
Interest revenue	13,607	11,416	12,652	12,599	12,615	12,631	12,647
Rent	679	579	1,603	1,424	1,424	1,424	1,424
Donations	13,989	5,427	2,937	2,953	2,953	2,953	2,853
Health fees and recoveries	75,661	90,436	76,777	78,527	78,371	78,488	79,724
Other revenue	49,758	16,850	56,434	40,870	41,918	42,832	43,778
Total Income	629,658	594,225	680,188	651,150	645,234	663,238	687,677
NET COST OF SERVICES ^(c)	3,418,390	3,440,330	3,607,611	3,883,991	4,116,219	4,339,623	4,594,306
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	3,409,939	3,431,767	3,597,908	3,873,953	4,104,081	4,327,485	4,582,168
Resources received free of charge	5,065	1,490	5,065	5,065	5,065	5,065	5,065
Liabilities assumed by the Treasurer	12,819	7,073	7,073	7,073	7,073	7,073	7,073
TOTAL INCOME FROM STATE GOVERNMENT	3,427,823	3,440,330	3,610,046	3,886,091	4,116,219	4,339,623	4,594,306
SURPLUS/(DEFICIENCY) FOR THE PERIOD	9,433	-	2,435	2,100	-	-	-
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	9,433	-	2,435	2,100	-	-	-

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 27,346, 28,441 and 29,008 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

(c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	79,001	92,176	83,286	83,286	82,386	81,486	81,486
Restricted cash	94,428	73,051	94,428	94,428	94,428	94,428	94,428
Receivables	88,477	81,756	90,421	92,076	93,779	94,679	94,679
Inventories.....	29,014	27,761	29,014	29,014	29,014	29,014	29,014
Interest receivable	255	315	287	321	357	357	357
Amounts receivable for services.....	1,569	-	-	-	-	-	-
Prepayments	5,939	4,628	5,957	5,973	5,990	5,990	5,990
Total current assets	298,683	279,687	303,393	305,098	305,954	305,954	305,954
NON-CURRENT ASSETS							
Amounts receivable for services.....	445,275	577,413	580,592	718,586	874,377	1,043,174	1,212,835
Land and buildings.....	2,361,736	2,008,180	2,399,532	2,463,990	2,512,277	2,446,666	2,380,011
Investments	1,006	1,216	1,006	1,006	1,006	1,006	1,006
Plant and equipment.....	219,863	174,598	203,798	235,764	229,245	292,999	389,975
Intangibles.....	171	11,930	6,543	13,672	24,484	20,118	13,991
Restricted cash	430	-	430	430	430	430	430
Other.....	102,136	259,870	178,007	459,953	848,669	1,301,237	2,024,687
Total non-current assets	3,130,617	3,033,207	3,369,908	3,893,401	4,490,488	5,105,630	6,022,935
TOTAL ASSETS.....	3,429,300	3,312,894	3,673,301	4,198,499	4,796,442	5,411,584	6,328,889
CURRENT LIABILITIES							
Payables ^(a)	117,672	95,367	104,835	106,312	107,833	107,833	107,833
Provision for employee entitlements	359,747	368,025	382,357	406,512	431,781	461,051	490,386
Borrowings	9,557	10,127	9,997	10,460	10,894	10,894	10,894
Interest payable	1,973	2,035	1,973	1,973	1,973	1,973	1,973
Finance leases	3,903	3,424	3,825	1,375	1,375	1,375	1,375
Accrued salaries	56,713	77,455	71,319	71,343	71,368	71,368	71,368
Other.....	2,624	3,648	2,849	3,053	3,263	3,263	3,263
Total current liabilities.....	552,189	560,081	577,155	601,028	628,487	657,757	687,092
NON-CURRENT LIABILITIES							
Provision for employee entitlements	83,134	93,669	93,184	101,734	110,705	117,558	124,346
Borrowings.....	175,182	165,020	165,185	154,839	144,208	133,688	122,807
Finance leases	72,033	71,363	69,306	29,279	26,765	24,032	21,061
Total non-current liabilities	330,349	330,052	327,675	285,852	281,678	275,278	268,214
TOTAL LIABILITIES.....	882,538	890,133	904,830	886,880	910,165	933,035	955,306
EQUITY							
Contributed equity	719,313	1,045,388	985,606	1,526,656	2,101,314	2,693,586	3,588,620
Accumulated surplus/(deficit)	(103,401)	(113,322)	(100,966)	(98,866)	(98,866)	(98,866)	(98,866)
Reserves	1,930,850	1,490,695	1,883,831	1,883,829	1,883,829	1,883,829	1,883,829
Total equity.....	2,546,762	2,422,761	2,768,471	3,311,619	3,886,277	4,478,549	5,373,583
TOTAL LIABILITIES AND EQUITY	3,429,300	3,312,894	3,673,301	4,198,499	4,796,442	5,411,584	6,328,889

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**CASHFLOW STATEMENT
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	3,276,634	3,299,629	3,462,591	3,735,959	3,948,290	4,158,688	4,412,507
Capital contribution	77,165	168,698	157,730	214,608	150,905	127,087	63,519
Holding account drawdowns	13,605	1,569	1,569	-	-	-	-
Net cash provided by State Government.....	3,367,404	3,469,896	3,621,890	3,950,567	4,099,195	4,285,775	4,476,026
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(2,008,502)	(2,072,944)	(2,220,635)	(2,402,229)	(2,555,949)	(2,677,052)	(2,808,904)
Superannuation	(168,925)	(173,461)	(185,757)	(201,710)	(215,303)	(226,855)	(239,131)
Grants and subsidies	(371,687)	(391,744)	(410,251)	(427,960)	(427,481)	(447,996)	(492,668)
Supplies and services	(224,673)	(315,647)	(309,313)	(324,771)	(337,541)	(353,831)	(373,882)
Accommodation.....	(46,027)	(48,943)	(50,615)	(53,197)	(55,325)	(57,994)	(61,272)
Finance costs	(11,871)	(11,011)	(11,011)	(10,070)	(9,372)	(8,874)	(8,400)
Capital user charge ^(a)	(168,130)	-	-	-	-	-	-
Direct patient support.....	(483,440)	(505,923)	(512,931)	(529,525)	(550,787)	(582,653)	(617,428)
Indirect patient support	(99,504)	(104,919)	(142,440)	(121,240)	(118,135)	(123,297)	(134,221)
Visiting medical practitioners.....	(81,246)	(92,179)	(93,382)	(98,973)	(102,661)	(108,274)	(114,553)
Private sector contracts	(145,295)	(160,178)	(162,234)	(172,478)	(180,194)	(190,968)	(202,019)
Goods and services tax	(155,752)	(148,575)	(148,795)	(148,575)	(156,747)	(165,368)	(174,464)
Other.....	(59,920)	(8,878)	(33,748)	(37,615)	(38,266)	(41,841)	(44,753)
Receipts							
User charges and fees.....	137,174	147,707	154,877	160,774	166,264	171,945	177,819
Grants and subsidies	327,748	321,523	373,299	353,903	341,589	352,865	369,332
Interest received.....	13,607	11,416	12,652	12,599	12,615	12,631	12,647
Rent receipts.....	679	579	1,603	1,424	1,424	1,424	1,424
Donations receipts.....	5,570	5,427	2,937	2,953	2,953	2,953	2,853
Goods and services tax	153,816	148,575	148,795	148,575	156,747	165,368	174,464
Health fees and recoveries	75,661	90,436	76,777	78,527	78,371	78,488	79,724
Other receipts	48,993	16,445	55,841	42,408	41,108	42,022	42,968
Net cash from operating activities.....	(3,261,724)	(3,292,294)	(3,454,331)	(3,727,180)	(3,946,690)	(4,157,307)	(4,410,464)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(164,736)	(313,544)	(251,751)	(490,433)	(562,847)	(579,919)	(881,182)
Proceeds from sale of non-current assets	-	910	878	910	910	910	10
Equity contribution receipts.....	63,885	155,996	108,563	326,442	423,753	465,185	831,515
Net cash from investing activities.....	(100,851)	(156,638)	(142,310)	(163,081)	(138,184)	(113,824)	(49,657)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(9,246)	(9,557)	(9,557)	(9,883)	(10,197)	(10,520)	(10,881)
Other payments for financing activities.....	(11,415)	(11,407)	(11,407)	(50,423)	(5,024)	(5,024)	(5,024)
Net cash from financing activities	(20,661)	(20,964)	(20,964)	(60,306)	(15,221)	(15,544)	(15,905)
NET INCREASE/(DECREASE) IN CASH HELD	(15,832)	-	4,285	-	(900)	(900)	-
Cash assets at the beginning of the reporting period	190,429	165,439	174,597	178,882	178,882	177,982	177,082
Cash assets at the end of the reporting period.....	174,597	165,439	178,882	178,882	177,982	177,082	177,082

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	4,048,048	4,034,555	4,287,799	4,535,141	4,761,453	5,002,861	5,281,983
Less Capital User Charge.....	168,130	-	-	-	-	-	-
Adjusted Total Cost of Services	3,879,918	4,034,555	4,287,799	4,535,141	4,761,453	5,002,861	5,281,983
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ...	3,409,939	3,431,767	3,597,908	3,873,953	4,104,081	4,327,485	4,582,168
Less Appropriation Capital User Charge	168,130	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	3,241,809	3,431,767	3,597,908	3,873,953	4,104,081	4,327,485	4,582,168

SCHEDULE OF ADMINISTERED EXPENSES AND INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Receipts paid into consolidated account.....	868,895	915,412	964,864	972,463	1,028,591	1,087,990	1,150,850
TOTAL ADMINISTERED EXPENSES ^(a)	868,895	915,412	964,864	972,463	1,028,591	1,087,990	1,150,850
INCOME							
Grants and subsidies	868,895	915,412	964,864	972,463	1,028,591	1,087,990	1,150,850
TOTAL ADMINISTERED INCOME ^(b)	868,895	915,412	964,864	972,463	1,028,591	1,087,990	1,150,850

(a) Further information is provided in the table 'Details of the Administered Transactions Expenses'.

(b) Further information is provided in the table 'Details of the Administered Transactions Income'.

SCHEDULE OF ADMINISTERED PAYMENTS AND RECEIPTS

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASH OUTFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Receipts paid into Consolidated account.....	(868,895)	(915,412)	(964,864)	(972,463)	(1,028,591)	(1,087,990)	(1,150,850)
TOTAL ADMINISTERED CASH OUTFLOWS	(868,895)	(915,412)	(964,864)	(972,463)	(1,028,591)	(1,087,990)	(1,150,850)
CASH INFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Grants and subsidies	868,895	915,412	964,864	972,463	1,028,591	1,087,990	1,150,850
TOTAL ADMINISTERED CASH INFLOWS.....	868,895	915,412	964,864	972,463	1,028,591	1,087,990	1,150,850
NET CASH INFLOWS/(OUTFLOWS) FROM ADMINISTERED TRANSACTIONS.....	-	-	-	-	-	-	-

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Admitted Patient Services.....	5,521	27,802	14,617	15,248	15,231	15,962	17,553
Aged Care Assessment	662	306	873	911	910	953	1,048
Chronic Illness and Continuing Care Support.....	3,977	3,166	3,873	4,040	4,036	4,229	4,651
Community Mental Health Services	18,788	19,052	18,931	19,748	19,726	20,673	22,734
Dental Health Services	10,391	10,368	11,002	11,477	11,464	12,014	13,212
Drug and Alcohol Services.....	20,548	22,880	20,117	20,985	20,962	21,968	24,158
Emergency Department Services.....	270	272	275	287	287	300	330
Health Protection Services.....	5,614	9,749	11,468	11,963	11,950	12,523	13,772
Home and Community Care Service.....	155,906	156,919	165,363	172,500	172,307	180,579	198,585
Hospital In The Home (HITH) Services	5,937	4,177	10,699	11,161	11,148	11,683	12,848
Non-Admitted Patient Services	56,798	38,889	63,402	66,139	66,065	69,235	76,139
Palliative Care.....	3,455	4,863	3,661	3,819	3,815	3,998	4,396
Patient Transport Services	54,268	57,135	58,847	61,387	61,318	64,261	70,669
Prevention and Promotion Services.....	6,098	12,827	6,270	6,541	6,533	6,847	7,530
Residential Care.....	10,120	13,608	11,666	12,170	12,156	12,739	14,010
Residential Mental Health Care.....	7,297	7,087	9,187	9,584	9,573	10,032	11,033
Specialised Mental Health Services	6,037	2,644	-	-	-	-	-
TOTAL.....	371,687	391,744	410,251	427,960	427,481	447,996	492,668

DETAILS OF THE ADMINISTERED TRANSACTIONS EXPENSES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
OTHER STATE SERVICES							
Receipts Paid into Consolidated Fund.....	868,895	915,412	964,864	972,463	1,028,591	1,087,990	1,150,850
TOTAL.....	868,895	915,412	964,864	972,463	1,028,591	1,087,990	1,150,850

DETAILS OF THE ADMINISTERED TRANSACTIONS INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COMMONWEALTH GRANTS							
Grants and Subsidies.....	868,895	915,412	964,864	972,463	1,028,591	1,087,990	1,150,850
TOTAL.....	868,895	915,412	964,864	972,463	1,028,591	1,087,990	1,150,850

AGENCY SPECIAL PURPOSE ACCOUNT DETAILS**Hospital Special Purpose Account**

The purpose of the fund is to hold funds to give effect to the provisions of the Hospital Fund Act including, but not limited to, the operating costs of public hospitals and health services.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Opening Balance.....	-	-	-	-
Receipts:				
Appropriations	2,549,455	2,525,253	2,658,499	2,838,480
Other.....	158,845	88,900	88,900	91,381
	2,708,300	2,614,153	2,747,399	2,929,861
Payments	2,708,300	2,614,153	2,747,399	2,929,861
CLOSING BALANCE	-	-	-	-

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by WA Health:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Australian Immunisation Agreement	27,345	12,243	47,861	26,961
CanNET	55	-	510	435
Civilian Disaster Medical Assistance Program	4	-	-	-
Clinical Handover Program	-	-	235	-
Clinical Preceptor Program	59	59	59	-
Commonwealth Specific Purpose Programs				
Council of Australian Governments (COAG) Commonwealth Funded Initiatives and Programs relating to WADASO	5,663	5,993	5,465	5,487
DAO - COAG - Child and Domestic Violence Program	906	-	1,200	-
DAO - Tough on Drugs Program	1,270	888	887	-
GST Input Credits	54,208	60,518	58,148	57,878
GST Receipts on Sales	474	2,154	725	733
HealthConnect	-	-	865	1,215
Home and Community Care	87,673	95,230	95,204	103,181
Home and Community Care - COAG - Access Point Funding	-	-	660	-
Home and Community Care - Community Development Employment Program	-	-	81	-
Home and Community Care - Veterans Home Care	1,305	1,342	1,333	1,364
Mental Health - National Benchmarking Program	390	-	-	-
Mental Health - Quality Through Outcome	50	-	600	-
OAH - Building Solid Families	819	803	-	-
OAH - PHCAP - Kutjunga Nursing Funding	206	-	211	207
OAH - Western Australia Indigenous Family Healing Program	150	68	68	-
Other Commonwealth Programs	-	500	-	500
Palliative Home Care - Phase 1	96	-	-	-
Proceeds from Services Provided by Community Support Services	2,936	3,134	3,322	3,213
Proceeds from Services Provided by Drug Abuse Strategy Services	180	100	200	200
Proceeds from Services Provided by Environmental Health Services	1,674	1,723	1,969	1,948
Proceeds from Services Provided by Health Promotion Services	42	-	60	60
Proceeds from Services Provided by Health Statistics Branch	3	1	1	1
Proceeds from Services Provided by Miscellaneous Services	6,496	1,752	6,189	6,229
Public Health - Border Training - Nurses and Other Workers	32	-	31	-
Public Health - Breast Cancer Counselling	116	-	-	-
Public Health - COAG Needle and Syringe Program	1,029	1,068	1,068	-
Public Health - Foodborne Disease Sentinel Site (OZFood Net)	65	130	130	33
Public Health - Hep C - Education and Prevention	260	266	265	270
Public Health - Hep C - Surveillance Program	27	-	58	72
Public Health - Human Quarantine Program	19	20	19	21
Public Health - ICAM - Data Linkage	123	123	123	-
Public Health - ICAM - GEM Rehabilitation Program	38	-	38	-
Public Health - ICAM - Identifying Indigenous Hospital Patients	32	-	-	-
Public Health - ICAM - TermSet Pilot Program	-	-	169	-
Public Health - National Indigenous Immunisation	-	474	-	-
Public Health - Outcome Funding Agreement	7,153	7,439	7,234	7,400
Public Health - Pandemic Influenza Program	200	-	-	-
Public Health - Trachoma Surveillance Program	50	-	70	30
Public Health - Vaccine Preventative Disease	73	136	71	72
Strengthening Cancer Care - Rural Programs	257	56	56	-
TOTAL	201,478	196,220	235,185	217,510

- (a) Some Commonwealth programs are not listed as the revenue is retained under the Hospital Fund. The more significant programs include High Cost Drugs, the Aged Care Assessment program, Multi-Purpose services, Rural Health Services, Telehealth and partial revenue from Home and Community Care.

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

WESTERN AUSTRALIAN ELECTORAL COMMISSION

PART 7 - ATTORNEY GENERAL; MINISTER FOR HEALTH; ELECTORAL AFFAIRS

DIVISION 36

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 73 Net amount appropriated to deliver services	5,284	6,119	6,299	22,049	5,788	5,218	5,962
Amount Authorised by Other Statutes							
- Electoral Act 1907	467	858	1,079	-	2,980	540	1,080
- Industrial Relations Act 1979.....	56	56	56	116	116	116	116
- Salaries and Allowances Act 1975 ^(a)	261	305	305	314	324	333	343
Total appropriations provided to deliver services	6,068	7,338	7,739	22,479	9,208	6,207	7,501
CAPITAL							
Item 153 Capital Contribution	23	150	150	136	172	-	-
GRAND TOTAL	6,091	7,488	7,889	22,615	9,380	6,207	7,501

- (a) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

To conduct impartial and independent elections and promote public awareness of electoral matters through education and information programs to foster public confidence and participation in the electoral process.

SIGNIFICANT ISSUES AND TRENDS

- Changes to the *Electoral Act 1907*, which included public funding of political advertising, adjustment to the Legislative Council count method, tighter privacy controls over elector information and operational changes to electoral practices will take full effect during the next State general election expected in early 2009.
- Western Australia's new electoral boundaries redrawn in 2007 implementing 'one vote one value' principles will apply for the next State general election. The changes to the boundaries of electoral regions and districts are substantial and will require a significant public awareness program in the lead up to the election.
- The Commission will be required to conduct a referendum on daylight saving in the period May to September 2009, shortly after the next State general election and prior to biennial Local Government ordinary elections.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and Other Electoral Clients	7,573	9,662	10,431	22,917			
Total Cost of Services	7,573	9,662	10,431	22,917	11,550	6,713	9,818
<i>Less Income.....</i>	<i>655</i>	<i>2,543</i>	<i>2,543</i>	<i>43</i>	<i>2,543</i>	<i>43</i>	<i>2,543</i>
Net Cost of Services	6,918	7,119	7,888	22,874	9,007	6,670	7,275
Adjustments ^(a)	(850)	219	(149)	(395)	201	(463)	226
Appropriation Provided to Deliver Services	6,068	7,338	7,739	22,479	9,208	6,207	7,501
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(b)	23	150	150	136	172	-	-
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	6,091	7,488	7,889	22,615	9,380	6,207	7,501

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(b) Supporting details are disclosed in the Capital Contribution Statement.

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION**Relationship to Government Goals**

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Service
Developing and maintaining a skilled, diverse and ethical public sector serving the Government with consideration of the public interest.	Western Australian electors participate in independent and impartial elections or referenda conducted by the Commission as part of democratic processes.	1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and Other Electoral Clients

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Western Australian electors participate in independent and impartial elections or referenda conducted by the Commission as part of democratic processes.					
The number of relevant breaches of 'Declaration by Officer' (Forms 1) upheld by a Court of Disputed Returns	Nil	Nil	Nil	Nil	
Percentage of eligible Western Australian electors on the State Electoral Roll.....	92%	95%	92%	93%	
Percentage of enrolled electors voting in State general elections (or by-elections) or referenda	79%	n/a	75%	90%	One by-election conducted in 2007-08. State general election in 2008-09.
Average percentage of enrolled electors voting in Local Government ordinary (or extraordinary) postal elections or referenda conducted by the Commission.....	38%	38%	34%	Nil	No Local Government elections budgeted for in 2008-09.

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and Other Electoral Clients

Provision of an impartial, independent and efficient electoral service to parliamentary and non-parliamentary electoral customers.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service	7,573	9,662	10,431	22,917	Provision for State general election and a referendum in 2008-09.
<i>Less Income.....</i>	655	2,543	2,543	43	No Local Government elections in 2008-09.
Net Cost of Service	6,918	7,119	7,888	22,874	
Adjustments ^(a)	(850)	219	(149)	(395)	
Appropriation for Delivery of Service	6,068	7,338	7,739	22,479	

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per elector of providing electoral services (enrolment and election management)	\$4.92	\$4.50	\$4.84	\$4.48	Includes provision for a State general election and a referendum.
Average cost per elector of conducting State general elections (or by-elections) or referenda events	\$8.13	\$0.48	\$0.62	\$12.88	
Average cost per elector of conducting Local Government ordinary (or extraordinary) elections conducted by the Commission	\$1.30	\$2.50	\$2.50	n/a	No Local Government elections in 2008-09.
Full Time Equivalents (FTEs)	48	48	48	48	

Major Achievements For 2007-08

- Established new electoral boundaries under 'one vote one value' legislation for application at the next State general election, increasing Legislative Assembly districts to 59 and regional representation in the Legislative Council to 36 members.
- Completed Local Government ordinary elections under the Preferential and Proportional Representation voting system involving 65 councils and 1.1 million electors.
- Conducted a by-election for the district of Murdoch.
- Conducted 49 elections on a fee for service basis.
- Completed redevelopment of election related components of the Electoral Roll Maintenance System to provide improved interfaces with the Election Management System in readiness for the next State general election.
- Advanced preparation for the next State general election.

Major Initiatives For 2008-09

- Finalise plans and conduct the next State general election under 'one vote one value' legislation.
- Finalise plans for the conduct of a state-wide referendum on daylight saving to be held in the period 10 May 2009 to 13 September 2009.
- Commence work on Phase Two of the redevelopment of the State Electoral Roll Maintenance System which is now over 20 years old.
- Develop the Commission's voting over the Internet trial system into an application viable in fee for service election work.

CAPITAL WORKS PROGRAM

The Commission's planned capital works program is mainly for the continuation of the redevelopment of the Electoral Roll Maintenance System, with the commencement of Phase Two being the redevelopment of the core system. Additional allocations have been provided for further Information Technology (IT) upgrades and asset replacements.

	Estimated Total Cost \$'000	Estimated Expenditure to 306-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Electoral Roll Maintenance System Upgrade	1,890	690	500	800
COMPLETED WORKS				
Asset Replacement - 2007-08 Program	50	50	50	-
Information Technology (IT) System Upgrade - 2006-07 Program	400	400	150	-
NEW WORKS				
Asset Replacement - 2008-09 Program	150	-	-	150
IT System Upgrade - 2008-09 Program	150	-	-	150
	2,640	1,140	700	1,100

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	493	700	700	1,100	850	50	50
	493	700	700	1,100	850	50	50
LESS							
Drawdowns from the Holding Account	277	50	50	164	278	50	50
Funding Included in Service Appropriations ^(a) ...	190	500	500	800	400	-	-
Internal Funds and Balances	3	-	-	-	-	-	-
Capital Contribution	23	150	150	136	172	-	-

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS**INCOME STATEMENT
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	3,157	2,584	2,620	7,717	2,860	2,644	2,759
Superannuation.....	198	419	419	607	419	423	334
Grants and subsidies ^(b)	30	-	35	-	2,800	-	-
Consultancies expense	25	500	500	100	-	-	-
Supplies and services	3,154	5,391	6,089	13,695	4,695	2,847	5,871
Accommodation.....	646	459	459	489	459	502	550
Depreciation and amortisation	119	164	164	164	164	164	164
Loss on disposal of non-current assets	18	-	-	-	-	-	-
Other expenses	226	145	145	145	153	133	140
TOTAL COST OF SERVICES.....	7,573	9,662	10,431	22,917	11,550	6,713	9,818
Income							
User charges and fees.....	655	2,543	2,543	43	2,543	43	2,543
Total Income.....	655	2,543	2,543	43	2,543	43	2,543
NET COST OF SERVICES	6,918	7,119	7,888	22,874	9,007	6,670	7,275
INCOME FROM STATE GOVERNMENT							
Service appropriations	6,068	7,338	7,739	22,479	9,208	6,207	7,501
Resources received free of charge	112	42	42	42	42	43	43
Liabilities assumed by the Treasurer	114	31	31	31	31	120	31
TOTAL INCOME FROM STATE GOVERNMENT.....	6,294	7,411	7,812	22,552	9,281	6,370	7,575
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(624)	292	(76)	(322)	274	(300)	300

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 48, 48 and 48 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

BALANCE SHEET
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	718	329	160	138	112	104	96
Restricted cash	19	25	27	35	43	51	59
Receivables	186	255	186	186	186	186	186
Amounts receivable for services	50	164	164	278	50	50	50
Prepayments	30	33	30	30	30	30	30
Total current assets	1,003	806	567	667	421	421	421
NON-CURRENT ASSETS							
Amounts receivable for services	250	284	284	204	352	500	648
Plant and equipment	151	361	187	323	609	495	381
Other	-	50	-	-	-	-	-
Total non-current assets	401	695	471	527	961	995	1,029
TOTAL ASSETS	1,404	1,501	1,038	1,194	1,382	1,416	1,450
CURRENT LIABILITIES							
Payables	87	106	87	87	87	87	87
Provision for employee entitlements	288	201	322	356	390	424	458
Accrued salaries	12	66	20	28	36	36	36
Amounts due to the Treasurer	482	-	-	300	-	300	-
Other	197	32	197	197	197	197	197
Total current liabilities	1,066	405	626	968	710	1,044	778
NON-CURRENT LIABILITIES							
Provision for employee entitlements	247	246	247	247	247	247	247
Total non-current liabilities	247	246	247	247	247	247	247
TOTAL LIABILITIES	1,313	651	873	1,215	957	1,291	1,025
EQUITY							
Contributed equity	591	741	741	877	1,049	1,049	1,049
Accumulated surplus/(deficit)	(500)	109	(576)	(898)	(624)	(924)	(624)
Total equity	91	850	165	(21)	425	125	425
TOTAL LIABILITIES AND EQUITY	1,404	1,501	1,038	1,194	1,382	1,416	1,450

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	5,870	7,140	7,541	22,281	9,010	6,009	7,303
Capital contribution	23	150	150	136	172	-	-
Holding account drawdowns	277	50	50	164	278	50	50
Net cash provided by State Government.....	6,170	7,340	7,741	22,581	9,460	6,059	7,353
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(3,016)	(2,542)	(2,578)	(7,675)	(2,818)	(2,610)	(2,725)
Superannuation	(260)	(388)	(388)	(576)	(388)	(303)	(303)
Grants and subsidies	(30)	-	(35)	-	(2,800)	-	-
Consultancies payments.....	-	(500)	(500)	(100)	-	-	-
Supplies and services	(2,848)	(5,368)	(6,098)	(13,672)	(4,672)	(2,797)	(5,828)
Accommodation	(646)	(459)	(459)	(489)	(459)	(502)	(550)
Goods and services tax	(20)	(80)	(80)	(80)	(80)	(90)	(90)
Other.....	(155)	(126)	(126)	(126)	(134)	(140)	(140)
Receipts							
User charges and fees.....	843	2,543	2,543	43	2,543	43	2,543
Goods and services tax	-	80	80	80	80	90	90
Net cash from operating activities.....	(6,132)	(6,840)	(7,641)	(22,595)	(8,728)	(6,309)	(7,003)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(50)	(200)	(200)	(300)	(450)	(50)	(50)
Net cash from investing activities.....	(50)	(200)	(200)	(300)	(450)	(50)	(50)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(437)	(2,500)	(3,544)	-	(2,680)	(540)	(3,580)
Proceeds from borrowings	906	2,200	3,094	300	2,380	840	3,280
Net cash from financing activities	469	(300)	(450)	300	(300)	300	(300)
NET INCREASE/(DECREASE) IN CASH HELD	457	-	(550)	(14)	(18)	-	-
Cash assets at the beginning of the reporting period	280	354	737	187	173	155	155
Cash assets at the end of the reporting period.....	737	354	187	173	155	155	155

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Public Funding of Political Parties and Candidates in the State General Election	30	-	35	-	2,800	-	-
TOTAL.....	30	-	35	-	2,800	-	-

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Commission:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Extraneous Election Recoups	207	20	20	20
GST Input Credits	25	80	80	80
Local Government Ordinary Election Recoups	343	2,500	2,500	-
Sale of Rolls and Maps	23	20	20	20
Sundries.....	245	3	3	3
TOTAL.....	843	2,623	2,623	123

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

Part 8

Minister for Housing and Works; Indigenous Affairs; Heritage; Land Information

SUMMARY OF PORTFOLIO APPROPRIATIONS

Page	Agency	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
621	Housing and Works			
	– Delivery of Services.....	19,489	23,406	27,392
	– Capital Contribution.....	95,524	78,010	150,514
	Total	115,013	101,416	177,906
632	Housing Authority	-	-	-
	– Delivery of Services.....	80,984	81,184	133,252
	– Capital Contribution.....	64,700	108,000	110,860
	Total	145,684	189,184	244,112
646	Country Housing Authority	-	-	-
647	Indigenous Affairs			
	– Delivery of Services.....	22,135	24,676	23,004
	– Capital Contribution.....	12	12	-
	Total	22,147	24,688	23,004
658	Heritage Council of Western Australia			
	– Delivery of Services.....	4,936	6,171	6,287
	Total	4,936	6,171	6,287
667	National Trust of Australia (WA)			
	– Delivery of Services.....	2,326	2,326	2,340
	– Capital Contribution.....	531	531	435
	Total	2,857	2,857	2,775

Part 8

Minister for Housing and Works; Indigenous Affairs; Heritage; Land Information

SUMMARY OF PORTFOLIO APPROPRIATIONS

Page	Agency	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
676	Western Australian Land Information Authority			
	– Delivery of Services.....	22,199	23,322	26,998
	Total	22,199	23,322	26,998
	GRAND TOTAL			
	– Delivery of Services.....	152,069	161,085	219,273
	– Capital Contribution.....	160,767	186,553	261,809
	Total.....	312,836	347,638	481,082

HOUSING AND WORKS

PART 8 - MINISTER FOR HOUSING AND WORKS; INDIGENOUS AFFAIRS; HERITAGE; LAND INFORMATION

DIVISION 37

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual ^(a) \$'000	2007-08 Budget ^(a) \$'000	2007-08 Estimated Actual ^(a) \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 74 Net amount appropriated to deliver services ^(b)	20,434	19,489	23,406	27,392	31,750	37,070	72,834
Total appropriations provided to deliver services	20,434	19,489	23,406	27,392	31,750	37,070	72,834
CAPITAL							
Item 154 Capital Contribution	21,000	95,524	78,010	150,514	95,000	4,000	-
GRAND TOTAL	41,434	115,013	101,416	177,906	126,750	41,070	72,834

- (a) In prior Budgets recurrent funding for the Housing Authority has been provided as an administered appropriation via the Department. To achieve enhanced reporting and accountability, from 2008-09 onwards the Housing Authority will be directly appropriated for both recurrent and capital purposes. Figures prior to 2008-09 have been adjusted for comparability.
- (b) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

MISSION

Responding to the hopes of all Western Australians for their housing and construction needs.

SIGNIFICANT ISSUES AND TRENDS

- The Department is delivering the Government's capital works program in a challenging market environment dominated by the resources boom. The program is characterised by an increasing number of complex projects, including health facilities, performing arts centres in Perth and Albany, the Perth Arena, sporting facilities and other important community infrastructure projects including education, police and justice facilities. The Department will manage 70 projects each valued at over \$10 million in 2008-09 compared with 41 projects just three years ago in 2005-06.
- The highly competitive construction and labour markets continue to provide a challenging environment for the delivery of the capital works program.
- The Office of Strategic Projects (OSP) has been established to oversee the delivery of key strategic infrastructure projects of high value and complexity.
- The Department is continuing to negotiate competitive rentals for government accommodation in a tight commercial rental environment that has an office vacancy rate in the Perth Central Business District (CBD) of less than 1 per cent. Net commercial rentals in the CBD are forecast to increase by 15 per cent in 2008 compared with 25 per cent in 2007 and 53 per cent in 2006.
- The Department is continuing to support the national commitments to building regulation reform.
- Fremantle Prison has been nominated for World Heritage listing as one of 11 sites throughout Australia in recognition of its convict history.

MAJOR POLICY DECISIONS

Details of major policy decisions impacting on the Department's Income Statement since publication of the 2007-08 Budget to Parliament on 10 May 2007 are outlined below.

	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Building Commission	2,186	-	-	-
Office of Strategic Projects	5,000	5,000	5,000	5,000

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Delivery, Management and Maintenance of Government Buildings, Projects and Office Accommodation	699,330	832,875	910,892	1,008,020			
Total Cost of Services ^(a)	699,330	832,875	910,892	1,008,020	1,135,337	1,159,280	1,196,394
<i>Less Income</i>	701,813	810,946	883,981	977,886	1,101,554	1,121,497	1,122,314
Net Cost of Services ^(a)	(2,483)	21,929	26,911	30,134	33,783	37,783	74,080
Adjustments ^(b)	22,917	(2,440)	(3,505)	(2,742)	(2,033)	(713)	(1,246)
Appropriation Provided to Deliver Services ^(a)	20,434	19,489	23,406	27,392	31,750	37,070	72,834
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	21,000	95,524	78,010	150,514	95,000	4,000	-
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS	41,434	115,013	101,416	177,906	126,750	41,070	72,834

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Service
Creating conditions that foster a strong economy delivering more jobs, opportunities and greater wealth for all Western Australians.	Government buildings and accommodation delivered, managed and maintained at agreed standards.	1. Delivery, Management and Maintenance of Government Buildings, Projects and Office Accommodation

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Government buildings and accommodation delivered, managed and maintained at agreed standards.					
The extent to which the Department has delivered and maintained government buildings and accommodation to agreed standards.....	75%	75%	75%	75%	

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Delivery, Management and Maintenance of Government Buildings, Projects and Office Accommodation

Management services for the delivery of public buildings, infrastructure assets, government's office accommodation portfolio, projects and the ongoing management of government properties. Includes policy development and advice to Government in relation to its building and construction activities.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	699,330	832,875	910,892	1,008,020	
Less Income	701,813	810,946	883,981	977,886	
Net Cost of Service ^(a)	(2,483)	21,929	26,911	30,134	
Adjustments ^(b)	22,917	(2,440)	(3,505)	(2,742)	
Appropriation for Delivery of Service ^(a)	20,434	19,489	23,406	27,392	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Cost per million dollars of value of capital works projects delivered	\$22,727	\$26,290	\$25,670	\$23,620	
Cost per million dollars of gross rentals of buildings and office accommodation managed	\$126,285	\$142,032	\$150,062	\$141,814	
Cost per million dollars of value of minor works and maintenance services delivered.....	\$85,785	\$114,498	\$89,244	\$91,379	
Full Time Equivalents (FTEs)	261	319	328	325	

Major Achievements For 2007-08

- The OSP has been established.
- The Department's Apprenticeship scheme is on track to reach 150 apprenticeship commencements by the end of 2007-08 in the public building construction and maintenance industry, and will continue to develop opportunities as these apprentices complete their terms. The scheme will cover all Departmental contracts.
- In the nine months up until the end of March 2008, the Department entered into 207 capital works contracts valued at \$600 million, compared with 133 contracts valued at \$365 million for the same period in 2006-07.
- In 2007-08 the projected program turnover of building works was \$575 million. The significant areas of growth have been the Department of Education and Training (DET) (\$300 million) and WA Health (\$130 million). This is compared to 2006-07 with the DET (\$260 million) and WA Health (\$60 million).
- Implemented a Graduate Development Program to build skills in project management, with four graduates having commenced the program in year.
- The Department implemented an Engineering Consultants Panel to add to the existing Building Consultancy Panels, this will reduce the timeframe for allocating Engineering Consultants to projects and result in less costly selection processes.
- The 2007-08 DET Fixing Our Schools program was allocated \$14.2 million, consisting of \$4.9 million for works procurement in the metropolitan area and \$9.3 million in the country areas. It is being expended on nominated schools, as determined by the DET in collaboration with the Department.
- Investigations to implement the Schedule of Rates zone maintenance contracting in the Perth CBD were completed resulting in a business case demonstrating savings are possible. The implementation is subject to the Department's internal Review and Rebuild of maintenance and minor works.
- The Department established the remainder of the Government Lift contract, covering some 150 lifts in government facilities in the metropolitan area. Savings from this large aggregated contract will amount to \$0.5 million per annum.
- The Department continued to assist schools with project management of the Commonwealth Government's Investing In Our Schools program. The program is worth \$75 million state-wide over four years. The grants for the final round have been announced.
- On 1 September 2007 Stage One of the 'Five Star Plus' standards was introduced, requiring low-greenhouse hot water systems and efficient water fittings in new houses. These standards were developed with the cooperation of the housing industry and implemented through the existing building approval process.
- In July 2007, the State Government approved the amalgamation of the Building Industry Development directorate of the Department, the Builders Registration Board, Painters Registration Board and Plumber's Licensing Board into a Building Commission. This will provide a one-stop-shop for building standards and regulation advice to consumers and the industry, and will be a powerful vehicle for delivering building regulation reforms. The Government has allocated \$2.2 million to establish the Building Commission.

- The Department drafted a new Building Bill, to replace old and outdated building approval processes. The new Bill has been developed with input from industry and Local Government.
- Work was successfully completed on the Main Cell Block Western Facade Conservation Project at the Fremantle Prison Heritage Precinct. Other major maintenance and conservation activities also continued, with roofs being replaced on a number of the prison's buildings to provide protection to the infrastructure.
- Fremantle Prison's Conservation Management Plan was updated, taking into account the National Heritage values.
- The Department will continue to construct a new fit-out at Westralia Square for occupancy by the Department of Corrective Services and the Department of the Attorney General. The refit of the existing premises will facilitate the split of the previous Department of Justice into the two new departments and will be staged so that the occupants can remain in the building during the fit-out works. The fit-out was due to be completed in 2009. This completion date has been postponed until mid-2010 as the staging process has been reviewed with the two departments.
- In November 2007 the State Government approved the metropolitan area (non-CBD) Office Accommodation Strategic Plan.
- The Department has developed a revised suite of Government Office Accommodation Policies and is currently circulating these for agency comment. The revised Government Office Accommodation Policies reinforce the Department's role in procuring and managing office accommodation and office fit-outs and provide a good practice framework for government agencies to ensure that their office space effectively supports their operations, achieves value for money for government, and supports wider government policy objectives.
- The Department is currently undertaking a Request for Proposal (RFP) process for the redevelopment of the Old Treasury Building (OTB). This project aims to redevelop the OTB and is offering the site and building on a 99 year lease. The RFP submissions will be received in June 2008 and evaluated. The current RFP process states that delivering a hotel is a priority. Mixed-use developments that add to the financial viability of the project will also be considered.
- The State will develop the Perth Arena to cater for a range of entertainment and sporting events to fill the void left by the closure of the Burswood Dome and Perth Entertainment Centre. A contract was let to BGC Constructions in May 2007. The construction contract is scheduled for completion in 2010.

Major Initiatives For 2008-09

- The OSP will develop and progressively implement a project management system and suite of contract templates purpose-designed for the delivery of complex infrastructure projects.
- The OSP will oversee the delivery of designated infrastructure projects of high value and complexity, ensuring the effective management of associated delivery risk.
- The Department will seek to increase the participation in the industry training and apprenticeship scheme from regional and remote communities, with an emphasis on Indigenous participation.
- The Department will be managing projects to the value of \$4 billion in 2008-09. Significant projects include:
 - AK Reserve Basketball and Athletics Stadiums;
 - Department of Education and Training – including Primary and Secondary schools scheduled for delivery in 2008-09 from Bunbury to Fitzroy;
 - six major Police, Corrective Services and Fire and Emergency Services Authority facilities (including four in the North West and Kimberley);
 - Health - the construction of the Rockingham Kwinana Hospital Redevelopment;
 - Albany Convention Centre; and
 - Perth Performing Arts Centre – construction commenced October 2007.
- The Department will enter into a contract to commence the construction of the \$1.7 billion Fiona Stanley Hospital in 2008-09. This project is the largest building construction project in the history of the State, and will be a significant milestone for health infrastructure delivery in Western Australia.

- The Department will implement an Internet portal within the Property Management System to assist client agencies in the management and processing of lease and property disbursement payments.
- The Department will continue to develop maintenance programs of work that utilise cross-agency program delivery opportunities, and the identification and bulking of projects, to maximise economies of scale.
- The Department will proceed with the establishment of the Building Commission.
- The Department will continue to ensure the long-term sustainability of the Fremantle Prison Heritage Precinct. Major items in the Fremantle Prison works program include returning the ground level in the gatehouse forecourt to its original level and resurfacing the area.
- The Department will evaluate the RFP submissions for the redevelopment of the OTB.
- The Perth Arena capital works project is continuing to be delivered. A contract was let to BGC Constructions in May 2007. The construction contract is scheduled for completion in 2010.

CAPITAL WORKS PROGRAM

The Department's 2008-09 capital works program includes the following significant projects:

- the continuation of the Perth Arena; and
- the continuation of refurbishment programs for Dumas House in West Perth and 151 Royal Street in East Perth.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Dumas House, West Perth and 151 Royal St Refurbishment	10,200	6,686	4,524	3,514
Perth Arena	335,000	89,000	77,000	147,000
COMPLETED WORKS				
Computer and Office Equipment Replacement - 2007-08 Program	25	25	25	-
Fremantle Prison Restoration - 2007-08 Program	1,070	1,070	1,070	-
Perth Arena Site Remediation	7,500	7,500	351	-
NEW WORKS				
Computer and Office Equipment Replacement - 2008-09 Program	25	-	-	25
	353,820	104,281	82,970	150,539

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	20,891	96,619	82,970	150,539	95,025	4,025	25
	20,891	96,619	82,970	150,539	95,025	4,025	25
LESS							
Drawdowns from the Holding Account	25	25	25	25	25	25	25
Funding Included in Service Appropriations ^(a) ...	1,470	1,070	1,070	-	-	-	-
Internal Funds and Balances	(1,604)	-	3,865	-	-	-	-
Capital Contribution	21,000	95,524	78,010	150,514	95,000	4,000	-

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	18,152	21,263	22,714	23,688	23,949	24,876	25,690
Superannuation	2,274	3,060	3,173	3,256	3,319	3,447	3,565
Cost of goods sold	106	-	113	130	140	150	160
Grants and subsidies ^(b)	-	500	500	500	500	500	500
Supplies and services	670,895	801,789	874,767	969,668	1,096,627	1,116,911	1,153,059
Accommodation	1,149	1,193	1,285	2,438	2,462	5,056	5,080
Capital user charge ^(c)	15,832	-	-	-	-	-	-
Depreciation and amortisation	6,735	4,978	8,340	8,340	8,340	8,340	8,340
Doubtful debts	19	-	-	-	-	-	-
Other expenses	-	92	-	-	-	-	-
TOTAL COST OF SERVICES	715,162	832,875	910,892	1,008,020	1,135,337	1,159,280	1,196,394
Income							
User charges and fees	592,536	687,946	760,981	841,686	948,954	949,497	950,314
Grants and subsidies	237	-	-	-	-	-	-
Rent	109,019	123,000	123,000	136,200	152,600	172,000	172,000
Other revenue	21	-	-	-	-	-	-
Total Income	701,813	810,946	883,981	977,886	1,101,554	1,121,497	1,122,314
NET COST OF SERVICES ^(c)	13,349	21,929	26,911	30,134	33,783	37,783	74,080
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	36,266	19,489	23,406	27,392	31,750	37,070	72,834
Resources received free of charge	539	403	555	570	585	599	614
Liabilities assumed by the Treasurer	731	844	891	872	907	944	977
TOTAL INCOME FROM STATE GOVERNMENT	37,536	20,736	24,852	28,834	33,242	38,613	74,425
SURPLUS/(DEFICIENCY) FOR THE PERIOD	24,187	(1,193)	(2,059)	(1,300)	(541)	830	345
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	24,187	(1,193)	(2,059)	(1,300)	(541)	830	345

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 261, 328 and 325 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

(c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	79,526	45,159	68,360	59,260	58,619	59,349	58,019
Receivables	70,437	57,065	70,437	70,437	70,437	70,437	70,437
Inventories.....	82	77	82	82	82	82	82
Amounts receivable for services.....	25	-	25	25	25	25	25
Prepayments	8,986	7,965	8,986	8,986	8,986	8,986	8,986
Other.....	14,786	7,247	13,786	12,786	11,786	10,786	9,786
Total current assets	173,842	117,513	161,676	151,576	149,935	149,665	147,335
NON-CURRENT ASSETS							
Amounts receivable for services.....	17,268	20,691	22,083	26,898	31,713	36,528	41,343
Land and buildings.....	295,221	241,550	290,381	285,541	280,701	275,861	271,021
Plant and equipment.....	57	1,355	82	107	132	157	182
Restricted cash	108	130	148	189	230	271	312
Other.....	42,014	136,027	127,989	282,703	374,203	374,703	372,778
Total non-current assets.....	354,668	399,753	440,683	595,438	686,979	687,520	685,636
TOTAL ASSETS.....	528,510	517,266	602,359	747,014	836,914	837,185	832,971
CURRENT LIABILITIES							
Payables ^(a)	73,675	64,150	73,675	73,675	73,675	73,675	73,675
Provision for employee entitlements	3,644	2,937	3,544	3,444	3,344	3,244	3,144
Accrued salaries	100	362	140	181	222	263	304
Other.....	26,234	25,830	26,234	26,234	26,234	26,234	26,234
Total current liabilities.....	103,653	93,279	103,593	103,534	103,475	103,416	103,357
NON-CURRENT LIABILITIES							
Provision for employee entitlements	1,340	1,097	1,340	1,340	1,340	1,340	1,340
Other.....	39,432	18,180	37,390	32,890	28,390	23,890	19,390
Total non-current liabilities	40,772	19,277	38,730	34,230	29,730	25,230	20,730
TOTAL LIABILITIES.....	144,425	112,556	142,323	137,764	133,205	128,646	124,087
EQUITY							
Contributed equity	61,410	156,934	139,420	289,934	384,934	388,934	388,934
Accumulated surplus/(deficit)	192,889	164,310	190,830	189,530	188,989	189,819	190,164
Reserves	129,786	83,466	129,786	129,786	129,786	129,786	129,786
Total equity.....	384,085	404,710	460,036	609,250	703,709	708,539	708,884
TOTAL LIABILITIES AND EQUITY	528,510	517,266	602,359	747,014	836,914	837,185	832,971

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	32,843	16,066	18,566	22,552	26,910	32,230	67,994
Capital contribution	21,000	95,524	78,010	150,514	95,000	4,000	-
Holding account drawdowns	25	25	25	25	25	25	25
Net cash provided by State Government.....	53,868	111,615	96,601	173,091	121,935	36,255	68,019
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(17,560)	(21,323)	(22,774)	(23,747)	(24,008)	(24,935)	(25,749)
Superannuation	(1,567)	(2,216)	(2,282)	(2,384)	(2,412)	(2,503)	(2,588)
Grants and subsidies	-	(500)	(500)	(500)	(500)	(500)	(500)
Supplies and services	(676,135)	(803,441)	(878,712)	(973,598)	(1,100,542)	(1,120,812)	(1,156,945)
Accommodation	(1,149)	(1,193)	(1,285)	(2,438)	(2,462)	(5,056)	(5,080)
Capital user charge ^(a)	(15,832)	-	-	-	-	-	-
Goods and services tax	(80,466)	(78,000)	(85,000)	(94,000)	(106,000)	(108,000)	(108,000)
Other.....	(111)	(92)	(113)	(130)	(140)	(150)	(160)
Receipts							
User charges and fees.....	694,116	811,446	884,981	978,886	1,102,554	1,122,497	1,123,314
Grants and subsidies	237	-	-	-	-	-	-
Goods and services tax	82,131	78,000	85,000	94,000	106,000	108,000	108,000
Other receipts	17,692	-	2,458	-	-	-	-
Net cash from operating activities.....	1,356	(17,319)	(18,227)	(23,911)	(27,510)	(31,459)	(67,708)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(27,653)	(95,549)	(81,900)	(150,539)	(95,025)	(4,025)	(25)
Purchase of investments.....	-	-	(7,600)	(7,700)	-	-	(1,575)
Net cash from investing activities.....	(27,653)	(95,549)	(89,500)	(158,239)	(95,025)	(4,025)	(1,600)
NET INCREASE/(DECREASE) IN CASH HELD	27,571	(1,253)	(11,126)	(9,059)	(600)	771	(1,289)
Cash assets at the beginning of the reporting period	52,063	46,542	79,634	68,508	59,449	58,849	59,620
Cash assets at the end of the reporting period.....	79,634	45,289	68,508	59,449	58,849	59,620	58,331

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	715,162	832,875	910,892	1,008,020	1,135,337	1,159,280	1,196,394
Less Capital User Charge.....	15,832	-	-	-	-	-	-
Adjusted Total Cost of Services	699,330	832,875	910,892	1,008,020	1,135,337	1,159,280	1,196,394
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ..	36,266	19,489	23,406	27,392	31,750	37,070	72,834
Less Appropriation Capital User Charge	15,832	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	20,434	19,489	23,406	27,392	31,750	37,070	72,834

SCHEDULE OF ADMINISTERED EXPENSES AND INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Receipts paid into Consolidated Account.....	18,607	18,500	18,500	18,500	20,300	20,300	22,200
TOTAL ADMINISTERED EXPENSES.....	18,607	18,500	18,500	18,500	20,300	20,300	22,200
INCOME							
Rent	18,607	18,500	18,500	18,500	20,300	20,300	22,200
TOTAL ADMINISTERED INCOME.....	18,607	18,500	18,500	18,500	20,300	20,300	22,200

SCHEDULE OF ADMINISTERED ASSETS AND LIABILITIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
ADMINISTERED CURRENT ASSETS							
Cash and cash equivalents	722	722	722	722	722	722	722
Total Administered Current Assets	722	722	722	722	722	722	722
ADMINISTERED NON-CURRENT ASSETS							
Other.....	51,300	51,300	51,300	51,300	51,300	51,300	51,300
Total Administered Non-Current Assets	51,300	51,300	51,300	51,300	51,300	51,300	51,300
TOTAL ADMINISTERED ASSETS.....	52,022	52,022	52,022	52,022	52,022	52,022	52,022
ADMINISTERED CURRENT LIABILITIES.....	-	-	-	-	-	-	-

SCHEDULE OF ADMINISTERED PAYMENTS AND RECEIPTS

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASH OUTFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Receipts paid into Consolidated Account.....	(18,607)	(18,500)	(18,500)	(18,500)	(20,300)	(20,300)	(22,200)
TOTAL ADMINISTERED CASH OUTFLOWS	(18,607)	(18,500)	(18,500)	(18,500)	(20,300)	(20,300)	(22,200)
CASH INFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Rent receipts.....	18,607	18,500	18,500	18,500	20,300	20,300	22,200
TOTAL ADMINISTERED CASH INFLOWS.....	18,607	18,500	18,500	18,500	20,300	20,300	22,200
NET CASH INFLOWS/(OUTFLOWS) FROM ADMINISTERED TRANSACTIONS.....	-	-	-	-	-	-	-

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Fitzroy Futures program	-	500	500	500	500	500	500
TOTAL.....	-	500	500	500	500	500	500

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Department:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Executive Vehicle Scheme	22	28	28	29
Fremantle Prison	3,197	3,586	3,402	3,635
Goods and Services Tax	82,131	78,000	85,000	94,000
Provision of Contract Services	708,826	807,832	884,009	975,222
TOTAL.....	794,176	889,446	972,439	1,072,886

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

HOUSING AUTHORITY

PART 8 - MINISTER FOR HOUSING AND WORKS; INDIGENOUS AFFAIRS; HERITAGE; LAND INFORMATION

DIVISION 38

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 75 Net amount appropriated to deliver services^(a)	32,578	80,984	81,184	133,252	114,798	93,405	23,908
Total appropriations provided to deliver services	32,578	80,984	81,184	133,252	114,798	93,405	23,908
CAPITAL							
Item 155 Capital Contribution^(a)	15,000	64,700	108,000	110,860	31,720	55,990	15,000
GRAND TOTAL	47,578	145,684	189,184	244,112	146,518	149,395	38,908

- (a) In prior budgets recurrent funding for the Authority has been provided as an administered appropriation via the Department of Housing and Works and capital funding as an administered appropriation via the Department of Treasury and Finance. To achieve enhanced reporting and accountability, from 2008-09 onwards the Authority will be directly appropriated for both recurrent and capital purposes. Figures prior to 2008-09 have been adjusted for comparability.

MISSION

Leading in the provision of housing services and development of a built environment which contributes to supportive, vibrant and sustainable communities; a robust economy; strong regional development; and the natural environment for the benefit of all Western Australians.

SIGNIFICANT ISSUES AND TRENDS

- Housing affordability continues to be an issue with increased interest rates deterring buyers from purchasing their own homes and investors from returning to the market. The population of Western Australia continues to grow while new housing construction falls. With fewer properties available for rent and more people seeking rental properties, market rent has increased placing more pressure on the public housing waiting list.
- Land sales continue to be affected by a variety of factors, including buyer uncertainty, and this is expected to continue in most areas of the state.
- Keystart lending has increased as the collapse of the sub prime market and resulting credit squeeze has seen a contraction of lending by some private sector lenders.
- The State Government has recognised the Community Housing sector's potential to bring new finance and stock into the social housing system and is committed to delivering more affordable housing through the sector's housing model.

MAJOR POLICY DECISIONS

Details of major policy decisions impacting on the Authority's Income Statement since publication of the 2007-08 Budget to Parliament on 10 May 2007 are outlined below.

	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Delivery of Essential Services to Indigenous Communities	24,514	13,184	-	-
Fault Rectification in Smoke Alarms	817	583	-	-
Fitzroy Crossing Swimming Pool - Construction and Ongoing Management	4,450	309	318	328
Pilbara Industry's Community Council - Pilbara Housing Review	150	-	-	-
Under Occupancy Program.....	200	-	-	-

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
To be developed.....							
Total Cost of Services	715,156	730,391	892,083	994,943	1,009,884	998,053	897,410
<i>Less Income.....</i>	740,388	674,748	865,590	974,910	957,074	956,703	921,729
Net Cost of Services	(25,232)	55,643	26,493	20,033	52,810	41,350	(24,319)
Adjustments ^(a)	57,810	25,341	54,691	113,219	61,988	52,055	48,227
Appropriation Provided to Deliver Services ^(a)	32,578	80,984	81,184	133,252	114,798	93,405	23,908
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(b)	15,000	64,700	108,000	110,860	31,720	55,990	15,000
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	47,578	145,684	189,184	244,112	146,518	149,395	38,908

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(b) Supporting details are disclosed in the Capital Contribution Statement.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Service
Creating conditions that foster a strong economy delivering more jobs, opportunities and greater wealth for all Western Australians.	To be developed.	1. To be developed

Outcomes and Key Effectiveness Indicators

To achieve enhanced reporting and accountability, the Government decided in March 2008 that the Housing Authority should move from a 'capital-only' Budget reporting framework towards a 'full' Budget reporting framework. Over the course of this year the Authority will develop the required Outcome, Services and Performance Information structure for reporting in the 2009-10 Budget.

Major Achievements For 2007-08

Social Housing

- In September 2007, the State Government allocated \$236 million over three years from 2007-08 for affordable housing and land initiatives, which included \$80 million for Social Housing (comprising \$50 million to increase Social Housing Stock, an additional \$1.5 million towards the purchase of Lodging House accommodation in Fremantle, \$4.8 million for various Crisis Accommodation projects and \$24 million for the Mental Health Strategy). The additional \$50 million funding for Social Housing will allow a further 124 units to be completed over the next two years increasing the total completions to 984 units per year for 2007-08 and 2008 09, up from 922 units for those respective years.
- In 2007-08, the Authority is on target to procure 984 new properties through construction and spot purchase, as well as undertake refurbishment and bed-sitter conversions on 629 existing dwellings allowing residents to enjoy a greatly improved amenity level in their home. This is a result of the Government commitment of \$376 million towards affordable housing initiatives over four years commencing 2007-08.
- The joint venture project with St Vincent De Paul in Woodbridge to house homeless men was completed. This development will house 28 men in self-contained units with an additional unit for a caretaker.
- The Authority purchased Ocean View Lodge in Hampton Road, Fremantle, which comprises 186 lodging rooms and will provide an affordable housing option for lodgers including low-income workers, people on government income support and people with mental illnesses.
- As part of the Better Life project, the Authority is investing \$24.3 million to deliver additional and improved public housing including in town-based communities and government officers housing. The Halls Creek program includes the refurbishment of existing dwellings, land infrastructure, the construction of additional public rental and Government Regional Officers' Housing (GROH) as well as housing in three Indigenous town-based communities. The original Government intervention package announced in 2006 was to provide for the construction of 36 new houses and the major refurbishment of 20 existing properties. This has now been increased to 23 public housing dwellings, 23 GROH dwelling units and ten for Indigenous town-based communities.

- The State Government announced the Alternative Home Construction Initiative involving factory built houses and innovative forms of construction. The Government has called for expressions of interest for up to 200 factory-built houses to be constructed, delivered and installed in regional and remote areas of Western Australia. This initiative aims to test the market with respect to whether transportables can realise substantial reductions in delivery time and cost. The homes will be used to meet the housing needs of government regional officers and people in remote Indigenous communities. The Housing Authority also selected three builders to participate in its Innovation in Affordable Housing Project, which aims to provide affordable housing using innovative forms of construction. The project will involve building up to 50 homes throughout the State.
- The Regional Upgrade Strategy, which began in 2004-05, continues with the completion of the completion of 111 new units and a further 50 units refurbished. This strategy has given the Authority the opportunity to replace ageing sub standard single houses with a variety of new housing types.
- Under the New Living program substantial refurbishment activity continued in the New North, Hamilton Hill, South Hedland, Bunbury, Coolbellup, Albany and South Kalgoorlie project areas.
- The \$2 million external upgrade of the 69 units at the 'Harler Place' complex, Mosman Park was completed in December 2007. Works included plastering of external walls, reconstruction of balcony and balustrade, façade, installing of a new lift and landscaping.
- The external upgrade on 'Brownlie Towers' Bentley is progressing well with the completion of A Block scheduled for June 2008. Works on the B block is also continuing to progress. Works included plastering of external walls, reconstruction of balcony and balustrade, façade, installing of a new lift and landscaping.

Land

- In 2007-08 the Authority acquired land including lots for immediate social housing requirements and a range of strategic sites for future needs. The Authority is also negotiating with the Commonwealth to secure surplus lands.
- Some of the main land acquisitions included:
 - Dalyellup - a 6.52 hectare retirement village site for \$5.22 million;
 - Albany - two broadhectare parcels in Bayonet Head with joint venture partner Heath Development Company, comprising 36.76ha (\$2.54 million) and 16.77ha (\$1 million);
 - Kelmscott - an 18 unit site on 4,047 m² located in Merrifield Avenue, Kelmscott for \$1.4 million;
 - Hamilton Hill - an eight unit site on 4,046 m² located on Davilak Avenue, Hamilton Hill for \$2.08 million. This site will be utilised for the construction of units under the Authority's Community Housing program; and
 - Karratha - eight lots in Stage 1B of LandCorp's 'Nickol West' development for \$1.55 million.
- Major projects which advanced through the planning phase included:
 - Keralup (formerly Amarillo) – commencement of detailed studies into the environment, transport and economic development, aimed at verifying the Masterplan;
 - Albion Town – finalisation of draft district structure plan and lodgement for approval;
 - McKail (Albany) – finalisation of the structure plan and the granting of approval to the first stage of subdivision;
 - Tuart Brook (Bunbury) – finalisation of the structure plan; and
 - Joondalup – preparing a Master Plan for this site-based on its development for medium to high density housing with consideration for a component of ground floor commercial use.
- Subdivision works commenced in the Queens Park Quattro project.
- A buoyant Western Australian economy resulted in an increased demand for housing in the Pilbara, resulting in an accelerated development program with the South Hedland New Living project planning to yield 380 lots for 2007-08.
- Broadhectare land development continued to progress in Armadale, Bertram, Brookdale, Bunbury and Albany.

- The redevelopment program continued to provide land for the construction of dwellings for new public housing or for purchase by the community in areas such as Bentley, St James, Doubleview and Willagee.
- Joint venture projects have continued to progress in Banksia Grove, Dalyellup, Ellenbrook, Beeliar, Wellard, Butler and Wandina (Geraldton). A Joint Venture Agreement was signed in February 2007 for the Oyster Harbour joint venture in Albany that is expected to yield 2600 lots over the lifetime of the project, lot sales are expected to be in the order of 65 for 2007-08. The Brookdale joint venture project, in partnership with Stockland Pty Ltd is expected to yield approximately 2,600 lots over the life of the project. The joint venture agreement is currently being finalised. The Harrisdale joint venture was recently approved by Government and will yield 600 lots over the life of the project.

Home Ownership

- Keystart is expected to assist approximately 4,000 households to enter or maintain home ownership in 2007-08. Keystart's program for 2007-08 is \$762 million of which \$632 million relates to providing low deposit home loans through its full home ownership and shared equity home loan schemes. First homeowners are expected to use \$510 million of these funds of which \$200 million in funding will be used for new construction loans. Regional Western Australia will also benefit with over \$200 million expected to be spent in this area.
- The First Start Shared Equity Scheme continued to address the issue of affordability with 1,000 loans to be provided. This Scheme is based on assisting first home buyers earning up to \$80,000 per annum to enter the home ownership market with the Housing Authority jointly owning a share of their property. Successful applicants for the First Start Shared Equity Scheme can purchase an established property or purchase land to construct a house to suit their needs. The properties can be purchased state-wide through the private market or through one of the Authority's sales program. The Authority has been working closely with land developers and builders to produce affordable house and land packages under \$375,000.
- In 2007-08, increases to the income eligibility limits of a variety of specialised shared equity schemes designed to help target groups into home ownership were also introduced. These schemes included access home loans for people with disabilities, the Aboriginal Home Ownership scheme, the Good Start Loan scheme for public housing tenants and the Sole Parent's loan scheme.

Community Housing

- A three tiered registration system (growth, preferred and compliant) has been developed, requiring Community Housing providers to meet high level business, governance, management and service delivery standards. Three first tier growth providers have been registered.
- A regulation and compliance unit was established within the Authority to assess and reduce risk and to ensure the ongoing compliance of funded organisations.
- Tenancy allocations from the public rental housing wait list into community housing managed options have commenced. As at March 2007 10 per cent of public housing applicants had indicated an interest in being housed by registered community housing providers;
- Regional forums in Broome and Port Hedland resulted in commitments to establish regional not-for-profit housing companies in those localities.
- The Authority is on target to provide an additional 70 units of accommodation in 2007-08. This investment of \$30 million extends the role of community housing in the provision of an integrated social housing system.

GROH

- 2006-07 saw the commencement of a \$60 million three year program funded by the State Government, to increase and improve housing for government workers including areas affected by the resources boom, and remote Indigenous communities. In 2007-08 the program was boosted from \$60 million to \$107 million. The Government also provided further funding of \$48.2 million to cover other critical housing needs, which will be spent over 2008-09 and 2009-10. The total increase to GROH funding in 2007-08 was \$95.2 million.

- Strategic acquisitions in 2007-08 were undertaken in various towns, including Derby, Tambellup, Narrogin, Moora, Leeman, Katanning, Toodyay, Lancelin, Coolgardie, Exmouth and Bencubbin.
- Other highlights include the completion of 11 dwellings in Karratha, six units in Fitzroy Crossing, six in Halls Creek, six in South Hedland, six in Jigalong, four in Camballin, three dwellings in Morawa, three in Ravensthorpe, two in Nullagine, two in Moora, two in Wyndham, one in Wickham and Tammin.
- Another 23 dwellings are being built in Halls Creek, South Hedland and Narrogin.

Indigenous Housing

- \$98.5 million was spent on the provision of housing, infrastructure and essential services and on implementing improved housing management.
- The State Government signed a Strategic Interventions package with the Commonwealth worth \$56 million over three years of which about \$45 million is for housing and associated infrastructure. Implementation has commenced on the housing initiatives.
- The Authority chaired the Essential Services Taskforce that proposed a way forward to improve power, water and wastewater services in Indigenous communities.

Private Rental Assistance including Bonds

- The development of new initiatives to assist more people into housing resulted in a 100 per cent increase in the Bond Assistance Loan Scheme in 2007-2008 from \$5.7 million to \$11.5 million.

Major Initiatives For 2008-09

Social Housing

- In 2008-09 the Authority plans to continue to procure new properties through construction and spot purchase as well as undertake refurbishment on existing properties. The Authority will deliver a program of 984 dwelling completions, through a combination of community and public housing programs, as well as undertake refurbishment and bed-sitter conversions on 608 existing dwellings.
- The Authority will continue to focus on procuring new properties in areas of greatest demand including the north central, north coastal, north east and Fremantle zones in the metropolitan area and Bunbury, Pilbara and Kimberley in regional areas.
- The Regional Upgrade Strategy will continue with the procurement and refurbishment of properties in regional centres and smaller country towns.
- The contribution towards the housing element of the Mental Health Strategy will also continue.
- The Halls Creek Better Life project continues with construction proceeding on a further eight units for public rental housing on land from Stage One of Landcorp's Subdivision in Halls Creek. 18 GROH houses are due for completion by mid 2008 and a further five dwellings will be constructed in 2008-09. An important training initiative is integrated into the program of works with local Indigenous groups involved in the construction and ongoing maintenance of these units.
- The Authority will expend \$1.4 million over two years to undertake enhanced inspection and fault rectification of locking screws in smoke alarms installed in public housing stock. The installation of coloured locking screws will allow improved inspection of alarms to protect against tampering.

- The Authority, along with the Department of Treasury and Finance (DTF) and the Department of the Premier and Cabinet will represent Western Australia on the Council of Australian Governments' Housing Working Group (HWG). The HWG's tasks include the development of implementation plans for five new Commonwealth housing affordability initiatives aimed at improving housing affordability for homebuyers, easing rental stress, reducing homelessness and ensuring all levels of government work together to improve housing affordability.
- The Authority, in conjunction with the DTF, will conduct a review of housing requirements within the Pilbara region.

Development of Community Housing

- Continue to develop the capacity of the Community Housing Sector with an additional \$60 million committed in 2008-09 by the State Government to growing the sector.
- The management of 300 units of the Authority's rental accommodation will be transferred to Community Housing growth providers to further enhance their capacity.
- Proposals to amend the *Housing Act 1980*, to encompass Community Housing regulation in legislation will be developed.
- Completion of registration of first and second tier organisations (growth and preferred providers).
- Development of an integrated system for both the growth provider and the Authority's rental applications to more efficient tenancy allocations from the public rental housing wait list.
- Establishment of regional not-for-profit housing companies in Broome and Headland. The Broome company will come under the umbrella of a Perth-based registered growth provider – Foundation Housing Ltd.
- Commencement of initiatives to establish regional not-for-profit housing companies in the Goldfields, Murchison-Gascoyne, South West, Wheatbelt and Southern regions.
- The Authority has purchased land in Northbridge for \$1.47 million and will commence the construction of a 50 bedroom lodging house with an additional 16 units for social housing and a further 500 square metres of commercial space.
- The Authority will commence the construction of 29 one and two bedroom units and four commercial tenancies on a site located in the old Midland workshops areas.
- Negotiations will commence with not-for-profit organisations in the retirement village industry to enter joint venture arrangements with the Authority to develop a range of Seniors' Villages in a number of metropolitan and regional locations.

Home Ownership

- The First Start Shared Equity Scheme will continue to address affordability with a further 1,000 first homebuyers to be assisted in 2008-09.
- It is anticipated that Keystart will provide approximately \$599.2 million for first homebuyers seeking to make the transition from rental to home ownership.
- To address the issue of affordability, in partnership with the Authority, the housing industry has introduced several innovative house and land packages for purchase under \$375,000. These packages can be financed under the Authority's First Start Shared Equity Scheme, the other shared equity schemes or the Authority's low deposit Keystart full home ownership Scheme. These packages are targeted mainly at assisting first homebuyers gain entry into the market. Of the \$599.2 million expected to be approved approximately \$200 million will be for the purchase of new house and land packages (new construction).

Land

- Land development is projected to yield 3,182 lots in 2008-09.

- Significant activity is forecast for urban renewal projects in the new north, South Hedland and Hamilton Hill. It is anticipated that approximately 236 dwelling will be refurbished.
- Substantial land releases are anticipated for South Hedland, Queens Park and the new north projects with an anticipated 325 lots to be sold.
- The external upgrade on the 'Brownie Towers' 300 unit complex in Bentley will be completed in December 2009.
- It is envisaged that the Bunbury urban renewal will be completed by December 2009.
- Broadhectare land development projects are anticipated to commence in Beaconsfield, Seville Grove and Swan View. These projects will create approximately 180 vacant lots, the majority being released for sale to first homebuyers and the general public.
- A joint venture agreement for the Harrisdale project will be negotiated. The 30 hectare development site in the south east corridor will yield approximately 250 lots with the potential for 640 dwelling units. The development will include the provision of public housing in the ratio of one in nine dwellings. Stage One of the development is due for release in the 2009-10 financial year. The new development would provide a range of housing options including; house and land packages priced under \$350,000 specifically designed for first home buyers and people on low to moderate incomes. There will be more opportunities for first home buyers to purchase a home at Harrisdale under the State Government's First Start Shared Equity scheme
- The subdivision of 'Hainsworth Mews' at Girrawheen during 2008-09 will see the creation of 76 new vacant lots.
- Opportunities to secure surplus Commonwealth land will continue to be pursued.

Indigenous Housing

- The State Government has committed \$37.7 million over two years for the delivery of essential services for Indigenous communities. Essential services are delivered to 91 communities through the Remote Area Essential Services program (RAESP). RAESP provides for regular maintenance of infrastructure, emergency breakdown repairs and monthly water sampling. The communities under the program are home to over 80 per cent of Indigenous people residing in remote communities.
- The Indigenous Housing Budget for 2008-09 is \$95.7 million. The Authority will continue to deliver:
 - improved infrastructure and housing to town-based communities;
 - housing and infrastructure in Halls Creek;
 - new initiatives arising from the Commonwealth State Strategic Interventions package, providing a total of \$56 million to the State for a range of initiatives including housing and infrastructure; and
 - power, water and waste water services through the Remote Areas Essential Services Infrastructure program.
- The Authority, in partnership with the Commonwealth Government, will work towards improving Indigenous community housing management through regional providers and will undertake a stock audit that will provide information on 2,200 houses and the number of residents under housing management including their upgrade, repairs and maintenance requirements. Negotiations are underway for new Commonwealth/State housing arrangements built on sustainable, improved housing outcomes.
- A new swimming pool at a cost of \$5.4 million over four years will be constructed in Fitzroy Crossing with an ongoing commitment to provide management and maintenance as one contribution to improving health outcomes and encouraging school attendance.

GROH

- 2008-09 will see the continuation of programs commenced in 2006-07 to increase and improve stocks in regional Western Australia as a result of the resources boom. Up to \$87 million will be spent. Locations include Indigenous communities, Halls Creek, Tom Price, Kununurra, Karratha, Newman, Port Headland, Moora and Broome. In 2007-08 the State Government funded three year program was boosted from \$60 million to \$107 million and will extend into 2009-10.

- Construction to commence in 2008-09 for 20 dwellings in Derby, for workers associated with the new prison opening in 2010. The housing component will cost up to \$14.2 million.
- \$21 million has been earmarked for construction or spot purchase of up to 30 dwellings to house government workers in the North West region.

CAPITAL WORKS PROGRAM

The Housing Authority's capital works program for 2008-09 will see almost \$1.3 billion invested in affordable housing and land initiatives.

The Authority will continue to procure new properties through construction and spot purchase as well as undertake refurbishment on existing properties. In 2008-09 the Authority will procure 984 dwelling completions, through a combination of community and public housing programs.

The GROH business unit of the Housing Authority provides rental dwellings for public officers in regional and remote Western Australia and will continue to increase and improve stocks in areas experiencing extra demand for government services.

The land program continues to meet immediate and future public housing requirements and provide housing opportunities for the broader community, including first home buyers and low to moderate income earners.

Keystart continues to provide an alternative source of finance to assist West Australians into home ownership. Keystart will assist West Australians into home ownership through its low deposit full home ownership and shared-equity purchase schemes, which will result in over 4,000 new loans in 2008-09.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
First Start Scheme - Shared Equity.....	350,102	145,102	135,000	115,000
COMPLETED WORKS				
Community Housing - 2007-08 Program.....	6,325	6,325	6,325	-
Computer Hardware and Software - 2007-08 Program	3,785	3,785	3,785	-
Construction and Purchase of Houses - 2007-08 Program	227,973	227,973	227,973	-
Crisis Accommodation - 2007-08 Program.....	8,976	8,976	8,976	-
Lodging Houses - 2007-08 Project.....	18,300	18,300	18,300	-
GROH Construction and Purchase - 2007-08 Program	40,286	40,286	40,286	-
Estate Improvement Land Redevelopment - 2007-08 Program.....	40,160	40,160	40,160	-
Land				
Acquisition - 2007-08 Program	105,360	105,360	105,360	-
Land Acquisition (GROH) - 2007-08 Program.....	5,503	5,503	5,503	-
Buildout Building Costs - 2007-08 Program.....	10,000	10,000	10,000	-
Development - 2007-08 Program	123,963	123,963	123,963	-
Holding Costs - 2007-08 Program	252	252	252	-
Redevelopment - 2007-08 Program.....	2,299	2,299	2,299	-
Solar Cities - 2007-08 Program	500	500	500	-
Loans to Homebuyers				
Goodstart Scheme - 2007-08 Program	14,000	14,000	14,000	-
Keystart Scheme - 2007-08 Program.....	762,092	762,092	762,092	-
Minor Works - 2007-08 Program	3,200	3,200	3,200	-
Offices and Shops - 2007-08 Program	4,118	4,118	4,118	-
Other - 2007-08 Program.....	200	200	200	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
NEW WORKS				
Community Housing - 2008-09 Program	4,811	-	-	4,811
Computer Hardware and Software - 2008-09 Program	4,528	-	-	4,528
Construction and Purchase of Houses - 2008-09 Program	211,959	-	-	211,959
Crisis Accommodation - 2008-09 Program	4,176	-	-	4,176
GROH Construction and Purchase - 2008-09 Program	76,092	-	-	76,092
Estate Improvement Land Redevelopment - 2008-09 Program	35,862	-	-	35,862
Land				
Acquisition - 2008-09 Program	78,075	-	-	78,075
Land Acquisition (GROH) - 2008-09	11,034	-	-	11,034
Buildout Building costs - 2008-09	9,520	-	-	9,520
Development - 2008-09 Program	92,695	-	-	92,695
Holding Costs - 2008-09 Program	145	-	-	145
Redevelopment -- 2008-09 Program	578	-	-	578
Solar Cities - 2008-09	2,613	-	-	2,613
Loans to Homebuyers				
Goodstart Scheme - 2008-09 Program	16,000	-	-	16,000
Keystart Scheme - 2008-09 Program	599,227	-	-	599,227
Minor Works - 2008-09 Program	3,280	-	-	3,280
Offices and Shops - 2008-09 Program	2,000	-	-	2,000
Other - 2008-09 Program	216	-	-	216
	2,880,205	1,522,394	1,512,292	1,267,811

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	884,784	909,950	1,512,292	1,267,811	1,082,576	971,109	889,437
	884,784	909,950	1,512,292	1,267,811	1,082,576	971,109	889,437
LESS							
Asset Sales	333,973	301,856	428,380	463,742	464,161	483,418	433,739
Borrowings	48,974	130,000	240,000	193,200	87,000	-	-
Commonwealth Grants	102,587	100,278	85,756	85,756	85,756	85,756	85,756
Keystart Program	436,751	420,000	762,092	599,227	539,004	535,750	533,931
Internal Funds and Balances	(60,211)	(153,198)	(158,450)	(254,109)	(191,271)	(254,433)	(183,469)
Other	7,710	46,314	46,514	69,135	66,206	64,628	4,480
Capital Contribution	15,000	64,700	108,000	110,860	31,720	55,990	15,000

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses	48,354	49,371	62,530	62,961	65,720	68,565	71,499
Superannuation	8,547	7,147	7,773	7,779	7,785	7,754	7,759
Cost of goods sold	-	50,071	67,630	70,569	74,406	78,550	83,087
Grants and subsidies ^(a)	95,197	110,098	131,281	202,545	184,659	160,416	68,884
Supplies and services	15,828	20,057	21,460	20,938	20,525	20,632	20,692
Accommodation	121,710	75,875	84,119	94,287	99,193	101,460	107,041
Finance costs	132,357	108,751	131,388	151,972	162,044	164,809	163,874
Depreciation and amortisation	68,959	66,060	83,530	84,059	84,353	84,589	84,733
State taxes	5,932	5,578	6,168	6,197	6,197	6,197	6,197
Loss on disposal of non-current assets	-	529	6,945	2,732	2,864	2,154	1,268
Doubtful debts	3,679	2,981	2,605	3,056	3,132	3,210	3,290
Cost of land sold	111,561	130,294	180,798	180,172	196,801	197,588	184,598
Other expenses	103,041	103,579	105,856	107,676	102,205	102,129	94,488
TOTAL COST OF SERVICES	715,156	730,391	892,083	994,943	1,009,884	998,053	897,410
Income							
User charges and fees	245,931	226,353	352,880	395,294	383,715	378,772	353,616
Gain on disposal of non-current assets	6,752	2,348	325	272	287	288	288
Grants and subsidies	136,939	138,278	139,812	160,027	143,756	143,756	143,756
Interest revenue	93,889	70,122	83,193	90,791	93,062	92,912	94,573
Rent	223,275	223,993	252,854	267,884	277,568	287,176	298,258
Dividends	24,545	-	-	-	-	-	-
Developers contribution	2,603	1,500	3,150	16,100	16,100	16,100	1,100
Other revenue	6,454	12,154	33,376	44,542	42,586	37,699	30,138
Total Income	740,388	674,748	865,590	974,910	957,074	956,703	921,729
NET COST OF SERVICES	(25,232)	55,643	26,493	20,033	52,810	41,350	(24,319)
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(b)	32,578	80,984	81,184	133,252	114,798	93,405	23,908
TOTAL INCOME FROM STATE GOVERNMENT	32,578	80,984	81,184	133,252	114,798	93,405	23,908
SURPLUS/(DEFICIENCY) FOR THE PERIOD	57,810	25,341	54,691	113,219	61,988	52,055	48,227
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	57,810	25,341	54,691	113,219	61,988	52,055	48,227

(a) Refer Details of Controlled Grants and Subsidies table for further information.

(b) In prior budgets recurrent funding for the Authority has been provided as an administered appropriation via the Department of Housing and Works and capital funding as an administered appropriation via the Department of Treasury and Finance. To achieve enhanced reporting and accountability, from 2008-09 onwards the Authority will be directly appropriated for both recurrent and capital purposes. Figures prior to 2008-09 have been adjusted for comparability.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	78,880	47,832	28,901	77,285	38,896	35,554	43,924
Restricted cash	23,166	-	11,214	11,214	11,214	11,214	11,214
Receivables	207,784	222,987	208,352	208,926	209,117	209,117	209,117
Inventories.....	76,779	29,897	75,852	75,852	75,767	75,767	75,767
Interest receivable	12,818	6,449	8,890	10,534	9,315	8,071	6,806
Prepayments	6,183	4,493	6,315	6,450	6,712	7,059	7,059
Non current assets held for sale	8,384	9,026	9,186	10,086	10,086	10,086	10,086
Other.....	-	2,791	100	205	272	301	301
Total current assets	413,994	323,475	348,810	400,552	361,379	357,169	364,274
NON-CURRENT ASSETS							
Land and buildings.....	8,895,247	7,577,766	9,717,153	10,393,841	10,746,427	10,746,266	10,661,533
Receivables	1,890	1,000	1,890	1,890	1,890	1,890	1,890
Plant and equipment.....	6,487	9,127	6,874	6,956	7,329	7,712	7,712
Infrastructure	-	239	-	-	-	-	-
Inventories.....	432,231	472,044	487,090	476,973	490,830	490,830	490,830
Intangibles	2,311	2,393	2,621	2,916	3,216	3,471	3,471
Loans and advances	1,240,231	974,080	1,420,232	1,524,173	1,552,487	1,581,740	1,611,705
Other.....	145,028	138,125	138,202	107,418	104,526	101,644	101,644
Total non-current assets.....	10,723,425	9,174,774	11,774,062	12,514,167	12,906,705	12,933,553	12,878,785
TOTAL ASSETS.....	11,137,419	9,498,249	12,122,872	12,914,719	13,268,084	13,290,722	13,243,059
CURRENT LIABILITIES							
Superannuation	130	116	130	130	130	130	130
Payables	49,224	30,504	46,153	46,512	46,785	48,043	48,437
Provision for employee entitlements	10,204	9,848	11,214	11,328	11,429	11,523	11,570
Borrowings.....	30,335	32,858	31,191	27,588	42,627	42,627	42,627
Interest payable	16,588	9,742	31,586	60,575	90,548	121,713	151,968
Accrued salaries	290	623	290	290	290	290	290
Other.....	25,962	21,234	25,962	25,962	25,962	25,962	25,962
Total current liabilities.....	132,733	104,925	146,526	172,385	217,771	250,288	280,984
NON-CURRENT LIABILITIES							
Superannuation	32,510	32,942	35,160	35,160	35,160	35,160	35,160
Payables	731	967	737	742	742	742	742
Provision for employee entitlements	3,345	3,870	3,377	3,307	3,251	3,203	3,203
Borrowings.....	2,082,911	1,954,993	2,471,741	2,741,035	2,906,852	2,993,420	3,079,561
Interest payable	478	-	(12,355)	(37,714)	(67,602)	(98,931)	(129,763)
Other.....	3,176	1,138	3,176	3,176	3,176	3,176	3,176
Total non-current liabilities	2,123,151	1,993,910	2,501,836	2,745,706	2,881,579	2,936,770	2,992,079
TOTAL LIABILITIES.....	2,255,884	2,098,835	2,648,362	2,918,091	3,099,350	3,187,058	3,273,063
EQUITY							
Contributed equity	339,900	192,129	447,900	558,760	573,980	629,970	644,970
Accumulated surplus/(deficit)	2,453,106	2,380,058	2,518,677	2,644,567	2,720,231	2,786,163	2,848,267
Reserves	6,088,529	4,827,227	6,507,933	6,793,301	6,874,523	6,687,531	6,490,636
Total equity.....	8,881,535	7,399,414	9,474,510	9,996,628	10,168,734	10,103,664	9,983,873
TOTAL LIABILITIES AND EQUITY	11,137,419	9,498,249	12,122,872	12,914,719	13,268,084	13,290,722	13,256,936

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations ^(a)	32,578	80,984	81,184	133,252	114,798	93,405	23,908
Capital contribution ^(a)	15,000	64,700	108,000	110,860	31,720	55,990	15,000
Net cash provided by State Government.....	47,578	145,684	189,184	244,112	146,518	149,395	38,908
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(49,164)	(49,511)	(61,488)	(62,917)	(65,675)	(68,519)	(71,452)
Superannuation	(7,962)	(8,904)	(9,530)	(9,630)	(9,732)	(9,800)	(9,906)
Grants and subsidies	(95,197)	(110,098)	(131,280)	(202,545)	(184,659)	(160,416)	(68,884)
Supplies and services	(213,638)	(137,361)	(305,087)	(241,537)	(267,540)	(220,872)	(195,524)
Accommodation	(120,776)	(126,496)	(150,357)	(161,511)	(169,478)	(175,888)	(186,006)
Finance costs	(133,652)	(114,306)	(129,223)	(148,342)	(161,959)	(164,973)	(164,451)
State taxes	(5,908)	(5,575)	(6,168)	(6,197)	(6,197)	(6,197)	(6,197)
Goods and services tax	(45,855)	(38,217)	-	(434)	(527)	(422)	(394)
Other.....	(100,029)	(109,972)	(123,088)	(117,899)	(112,587)	(112,723)	(105,139)
Receipts							
User charges and fees.....	239,748	198,274	322,222	354,854	346,137	341,534	317,005
Grants and subsidies	136,939	138,278	139,812	160,028	143,756	143,756	143,756
Interest received	96,585	76,648	87,121	89,147	94,281	94,156	95,838
Rent receipts.....	225,710	224,415	254,443	269,695	279,414	289,104	300,219
Goods and services tax	21,893	16,173	-	-	-	-	-
Other receipts	53,389	36,157	36,497	60,611	58,654	53,766	31,203
Net cash from operating activities.....	2,083	(10,495)	(76,126)	(16,677)	(56,112)	2,506	80,068
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(251,873)	(361,063)	(453,666)	(433,096)	(281,685)	(230,263)	(165,837)
Purchase of investments.....	(10,740)	(11,000)	(14,000)	(16,000)	(16,000)	(6,000)	(16,000)
Proceeds from sale of non-current assets	94,225	103,582	106,158	108,888	118,024	141,884	116,734
Proceeds from sale of investments	51,281	-	-	-	-	-	-
Net cash from investing activities.....	(117,107)	(268,481)	(361,508)	(340,208)	(179,661)	(94,379)	(65,103)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(2,242,279)	(314,007)	(2,435,700)	(2,284,532)	(2,863,134)	(2,871,364)	(2,872,503)
Other payments for financing activities.....	(1,845,000)	(2,508,574)	(2,585,386)	(2,356,430)	(2,855,311)	(2,856,253)	(2,856,965)
Proceeds from borrowings	1,893,974	130,000	2,825,386	2,549,630	2,942,311	2,856,253	2,856,965
Other proceeds from financing activities.....	2,215,000	2,791,093	2,405,385	2,252,489	2,827,000	2,827,000	2,827,000
Net cash from financing activities	21,695	98,512	209,685	161,157	50,866	(44,364)	(45,503)
NET INCREASE/(DECREASE) IN CASH HELD	(45,751)	(34,780)	(38,765)	48,384	(38,389)	13,158	8,370
Cash assets at the beginning of the reporting period	113,450	82,613	78,880	40,115	88,499	50,110	46,768
Net cash transferred to/from other agencies	11,181	-	-	-	-	(16,500)	-
Cash assets at the end of the reporting period.....	78,880	47,833	40,115	88,499	50,110	46,768	55,138

- (a) In prior budgets recurrent funding for the Authority has been provided as an administered appropriation via the Department of Housing and Works and capital funding as an administered appropriation via the Department of Treasury and Finance. To achieve enhanced reporting and accountability, from 2008-09 onwards the Authority will be directly appropriated for both recurrent and capital purposes. Figures prior to 2008-09 have been adjusted for comparability.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Community Housing	-	30,000	30,000	75,000	75,000	75,000	-
Community Maintenance and Infrastructure Works.....	41,318	45,942	45,934	40,032	40,830	36,001	28,784
Community Support Schemes.....	2,528	2,530	2,812	2,844	2,641	2,634	2,623
Fitzroy Crossing Swimming Pool Construction and Ongoing Management	-	-	-	4,450	309	318	328
Indigenous Community Construction.....	27,104	13,854	25,802	27,359	25,881	22,820	18,245
Operational Housing and Management Support.....	8,707	8,018	16,978	18,003	17,030	15,016	12,006
Remote Area Essential Services Program.....	15,540	9,754	9,754	34,857	22,968	8,627	6,898
TOTAL	95,197	110,098	131,280	202,545	184,659	160,416	68,884

COUNTRY HOUSING AUTHORITY

CAPITAL WORKS PROGRAM

The Country Housing Authority (CHA) provides housing finance to primary producers, businesses and regional service providers in rural and remote Western Australia, delivered through its Housing Finance Access Program. The program is funded through borrowings from the Western Australian Treasury Corporation and the Authority's cashflow.

During 2008-09, the CHA is aiming to approve a further 120 loans and advance in excess of \$11 million towards the purchase, construction and renovation of residential accommodation and the installation of environmentally friendly remote area power systems.

In addition, the Authority will distribute approximately \$825,000 through its Housing Development Incentive Program, which provides incentives to business and service providers in the form of grants or interest rate concessions on housing loans where significant economic and social benefits to a rural town or region can be demonstrated. This will help to facilitate the construction of 17 dwellings for important service providers in rural and remote areas.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Advances for Country Housing - 2007-08 Program	13,745	13,745	13,745	-
NEW WORKS				
Advances for Country Housing - 2008-09 Program	11,220	-	-	11,220
	24,965	13,745	13,745	11,220

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	10,435	11,988	13,745	11,220	11,220	11,220	11,220
	10,435	11,988	13,745	11,220	11,220	11,220	11,220
LESS							
Borrowings	2,000	4,900	5,244	4,000	3,200	2,900	2,500
Internal Funds and Balances	8,435	7,088	8,501	7,220	8,020	8,320	8,720
Equity Contribution	-	-	-	-	-	-	-

INDIGENOUS AFFAIRS

PART 8 - MINISTER FOR HOUSING AND WORKS; INDIGENOUS AFFAIRS; HERITAGE; LAND INFORMATION

DIVISION 39

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 76 Net amount appropriated to deliver services ^{(a) (c)}	26,020	21,971	24,503	22,826	21,991	22,296	22,743
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 ^(b)	164	164	173	178	183	187	191
Total appropriations provided to deliver services	26,184	22,135	24,676	23,004	22,174	22,483	22,934
CAPITAL							
Capital Contribution	-	12	12	-	170	-	-
GRAND TOTAL	26,184	22,147	24,688	23,004	22,344	22,483	22,934

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.
- (c) Funding for the restructure of the Department is excluded from this Item as the funds are appropriated as a Department of Treasury and Finance Administered Item. Access to these funds will be subject to approval by the Government.

MISSION

To close the gap between the social, cultural, and economic wellbeing of Indigenous and non-Indigenous people through strategic leadership of land, heritage and culture, and whole-of-government coordination of Indigenous Issues.

SIGNIFICANT ISSUES AND TRENDS

- The recent change of Government at the Commonwealth level will underpin a new commitment to cooperation and for more effective working arrangements between the Commonwealth and States. The reform agenda of the Council of Australian Governments' (COAG), in cooperation with the State, will provide the leadership and foundation for achieving real and sustainable improvements to Indigenous outcomes with clear targets and goals.
- The State's strong resource economy requires an appropriate balance between protection of Indigenous heritage and demand for access to land for development and community infrastructure. The Department has a legislative responsibility for the protection of Indigenous heritage and is achieving this balance through the participation of Indigenous people in decision-making and by monitoring compliance to decisions granted under the *Aboriginal Heritage Act 1972*.
- The Commonwealth Government's formal apology to the Stolen Generations has created a greater appreciation of Indigenous history, heritage and culture and has led to the development and implementation of reconciliation initiatives. This will be a key focus in ensuring that the richness of Indigenous heritage is respected and that issues arising from past policies are addressed.

- Following completion of the Functional Review process, a reform agenda to re-position the Department's role has commenced. This renewed focus will see a significant leadership role for the agency, strengthening the mandate and outcome areas of Indigenous specific services and a commitment to deliver appropriate services to Indigenous Western Australians by harnessing investment and implementing accountability mechanisms.

MAJOR POLICY DECISIONS

Details of major policy decisions impacting on the Department's Income Statement since publication of the 2007-08 Budget to Parliament on 10 May 2007 are outlined below.

	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Restructure of the Department of Indigenous Affairs ^(a)	4,928	3,274	2,862	3,106

- (a) Includes funds totalling \$16 million comprising of \$14.2 million in recurrent and \$1.8 million in capital over four years held in a Department of Treasury and Finance - Administered appropriation provision to be released subject to approval by the Government.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Support to Partnerships, Partnering Initiatives....	19,440	16,573	17,730	19,075			
<i>Service 2:</i>							
Information and Advice.....	7,075	6,104	9,525	10,140			
Total Cost of Services ^(a)	26,515	22,677	27,255	29,215	26,929	26,953	27,624
<i>Less Income</i>	<i>1,422</i>	<i>502</i>	<i>1,020</i>	<i>1,354</i>	<i>1,424</i>	<i>1,435</i>	<i>1,435</i>
Net Cost of Services ^(a)	25,093	22,175	26,235	27,861	25,505	25,518	26,189
Adjustments ^(b)	1,091	(40)	(1,559)	(4,857)	(3,331)	(3,035)	(3,255)
Appropriation Provided to Deliver Services ^(a)	26,184	22,135	24,676	23,004	22,174	22,483	22,934
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^{(c) (d)}	-	12	12	-	170	-	-
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	26,184	22,147	24,688	23,004	22,344	22,483	22,934

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to the restructure of the Department funding appropriated to the Department of Treasury and Finance - Administered Item, movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.
- (d) Funding for the restructure of the Department is excluded from this Item as the funds are appropriated as a Department of Treasury and Finance Administered Item. Access to these funds will be subject to approval by the Government.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	Sustainable improvement in social, cultural and economic outcomes for Indigenous people.	1. Support to Partnerships, Partnering Initiatives 2. Information and Advice

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Sustainable improvement in social, cultural and economic outcomes for Indigenous people.					
Extent to which parties in a sample of partnering arrangements indicate they have been assisted to achieve agreed outcomes, which contribute to government objectives.....	43%	55%	55%	60%	With a clear role and priorities being established, improved Commonwealth State collaboration and targeted intervention for specific issues in Indigenous communities, this indicator is expected to improve in 2008-09.
Extent to which users indicated the policy and/or advice assisted their decision-making	48%	55%	55%	60%	With a clear role and priorities being established, improved Commonwealth State collaboration and targeted intervention for specific issues in Indigenous communities, this indicator is expected to improve in 2008-09.

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Support to Partnerships, Partnering Initiatives

The provision of support to current partnering or new partnerships which involves Indigenous individuals, families, communities, and representatives participating with government, the private sector, community groups and others to achieve agreed priorities.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	19,440	16,573	17,730	19,075	Department of Indigenous Affairs Restructure Initiatives.
<i>Less Income</i>	1,043	351	664	884	
Net Cost of Service ^(a)	18,397	16,222	17,066	18,191	
Adjustments ^(b)	800	(28)	(1,014)	(3,171)	
Appropriation for Delivery of Service ^(a)	19,197	16,194	16,052	15,020	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to the restructure of the Department funding appropriated to the Department of Treasury and Finance - Administered Item, movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per land partnership	\$84,154	\$75,668	\$67,970	\$72,127	2007-08 costs are inflated due to increased workload with 'Section 18' development applications. This has not reduced in 2008-09 as a result of the Department's restructure initiatives.
Average cost per heritage and culture partnership	\$37,004	\$46,604	\$90,494	\$83,888	
Average cost per coordination partnership	\$123,323	\$94,398	\$87,609	\$91,574	
Full Time Equivalents (FTEs)	83	83	83	104	

Major Achievements For 2007-08

- Established the Directors General Group on Indigenous Affairs to coordinate and address implementation of the Commonwealth and State Bilateral Agreement and a process to progress initiatives under the six key outcome areas. This Group also has executive oversight of the Gordon Inquiry, operational response to the high number of child sexual abuse disclosures and the Kimberley Coronial Inquiry.
- Established a model for collaboration and the mechanism for Indigenous participation in addressing the significant increase in disclosures of child abuse through the Safer Communities, Safer Children strategy.
- Completed Phase One of the Gordon evaluation and continued monitoring reports of progress with the Government's response to the Action Plan.
- Signed the Strategic Intervention Package with the Commonwealth to facilitate a range of initiatives to improve housing, land tenure and home ownership changes that involves a state investment of \$56 million and matching Commonwealth contributions.
- Progressed the implementation of Regional Partnership Agreements in the East Kimberley, Port Hedland, and Ashburton/Roebourne and continued negotiations to establish agreements for Wiluna and Boddington.

- Provided advice and assistance to progress Indigenous engagement and heritage protection matters (including heritage surveys and management plans) for the Dampier Archipelago and the West Kimberley.
- Completed a strategic review of the Aboriginal Lands Trust estate program, an evaluation of outcomes achieved through the strategic plan and a review of partnership arrangements with key stakeholders.
- Established the 'Stolen Wages' Taskforce and commenced investigations into the scope and extent of the issue. Consultations and research of archival and other records were undertaken with Indigenous people and communities. A report to Cabinet will be delivered by 30 June 2008.
- Coordinated reconciliation events for the Partnership, Acceptance, Learning and Sharing (PALS) schools program, NAIDOC week and the state-wide Sorry Day.

Major Initiatives For 2008-09

- Lead the Directors General Group on Indigenous Affairs to progress the implementation agenda on Indigenous reform.
- Lead the implementation of strategies to reduce family violence and child abuse in Indigenous communities taking into account findings of the Gordon Action Plan and evaluation, and the Safer Communities, Safer Children strategy and the Kimberley Coronial inquiry.
- Lead, manage and coordinate the implementation of the Strategic Intervention Package that provides for infrastructure development, land tenure reform and home ownership in Kalumburu and Bidyadanga.
- Commit resources to assist targeted Indigenous communities to develop, maintain and administer by-laws that support effective community governance in targeted locations.
- Progress Indigenous engagement and heritage protection initiatives on the Dampier Archipelago, including heritage surveys, a Heritage Management Plan, development and implementation of a Heritage Warden program and targeted site management initiatives of non-industrial areas.
- Lead, negotiate and implement Indigenous Land Use Agreements that establish the pre-conditions for community housing and infrastructure in Fitzroy Crossing, Beagle Bay and other communities.
- Continue to coordinate reconciliation plans, programs and events for initiatives such as the PALS schools program and any new government initiatives.
- Continue to coordinate the State's investment in the negotiation and implementation of agreements to enhance economic and employment opportunities for Indigenous people throughout Western Australia.
- Initiatives will be developed which are associated with the restructure of the Department. These will be subject to further consideration during the financial year.

Service 2: Information and Advice

State, Commonwealth and relevant Local Governments and others involved in Indigenous issues are provided with information and advice on policy, legislation and the planning, coordination, history, delivery and effectiveness of services.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	7,075	6,104	9,525	10,140	
<i>Less Income</i>	379	151	356	470	
Net Cost of Service ^(a)	6,696	5,953	9,169	9,670	
Adjustments ^(b)	291	(12)	(545)	(1,686)	
Appropriation for Delivery of Service ^(a)	6,987	5,941	8,624	7,984	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to the restructure of the Department funding appropriated to the Department of Treasury and Finance - Administered Item, movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per unit of advice offered	\$54,152	\$44,151	\$50,556	\$50,017	
Average cost per request answered/recommendation made.....	\$1,654	\$1,428	\$1,850	\$1,897	
Average cost per unit of information supplied....	\$43	\$53	\$49	\$53	
Full Time Equivalents (FTEs)	49	49	49	52	

Major Achievements For 2007-08

- Provided advice and executive support on policy directions, priorities and targets to the Cabinet Standing Committee on Indigenous Affairs to progress the Indigenous reform agenda.
- Year One preliminary findings and data gathered through the Ministerial Council for Aboriginal and Torres Strait Islander Affairs three year demographics research project, undertaken with the Centre of Aboriginal Economic Policy Research, is being used for policy and decision-making and to inform the COAG Indigenous reform agenda.
- An enhanced Heritage Site Assessment Policy has been developed and implemented and a prototype for e-lodgement and management of land use applications, assessments, approvals and compliance processes under the *Aboriginal Heritage Act 1972* has been developed.
- Developed a Reconciliation Action Plan and provided a leadership role to coordinate government agencies in the development of their respective plans.

Major Initiatives For 2008-09

- Implement the Department's new reform agenda with a key focus on leadership and accountability for Indigenous affairs.
- Review and evaluate implementation of the Commonwealth/State Bilateral Agreement on Indigenous Affairs to measure the achievement of desired outcomes in services to Indigenous people.

- Lead the preparation of a coordinated response to Coroner Hope's inquest into deaths in Indigenous communities in the Kimberley and monitor and evaluate implementation of agreed actions.
- Initiatives will be developed which are associated with the restructure of the Department. These will be subject to further consideration during the financial year.

CAPITAL WORKS PROGRAM

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Asset Replacement - Information Technology - 2007-08 Program	390	390	390	-
Asset Replacement - Office Equipment - 2007-08 Program	50	50	50	-
Regional Office Works				
2006-07 Program	200	200	200	-
2007-08 Program	40	40	40	-
NEW WORKS				
Asset Replacement - Information Technology - 2008-09 Program	190	-	-	190
Asset Replacement - Office Equipment - 2008-09 Program	50	-	-	50
Regional Office Works - 2008-09 Program	40	-	-	40
Restructure of the Department of Indigenous Affairs	2,380	-	-	2,380
	3,340	680	680	2,660

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	790	480	680	2,660	577	356	512
	790	480	680	2,660	577	356	512
LESS							
Drawdowns from the Holding Account	440	418	418	230	357	356	512
Funding Included in Service Appropriations ^(a) ...	500	-	-	-	-	-	-
Funding Included in Department of Treasury and Finance – Administered Item ^(b)				2,380			
Internal Funds and Balances	(150)	50	250	50	50	-	-
Capital Contribution	-	12	12	-	170	-	-

(a) Capital Works expensed through the Income Statement.

(b) Funding for the restructure of the Department is appropriated as a Department of Treasury and Finance Administered Item. Access to these funds will be subject to approval by the Government.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	10,042	9,742	11,846	12,705	12,163	12,444	12,722
Superannuation	886	923	1,082	1,167	1,123	1,149	1,153
Grants and subsidies ^(b)	7,903	3,180	3,665	3,876	2,630	2,483	2,495
Consultancies expense	-	13	10	361	311	161	161
Supplies and services	5,705	6,410	7,680	8,139	7,688	7,417	7,782
Accommodation	1,489	1,727	2,069	2,080	2,158	2,255	2,298
Depreciation and amortisation	186	358	358	337	280	457	426
Loss on disposal of non-current assets	16	-	-	-	-	-	-
Doubtful debts	2	-	2	2	2	2	2
Other expenses	378	324	543	548	574	585	585
TOTAL COST OF SERVICES	26,607	22,677	27,255	29,215	26,929	26,953	27,624
Income							
User charges and fees	-	152	-	454	454	454	454
Grants and subsidies	355	-	-	-	-	-	-
Other revenue	1,067	350	1,020	900	970	981	981
Total Income	1,422	502	1,020	1,354	1,424	1,435	1,435
NET COST OF SERVICES ^(c)	25,185	22,175	26,235	27,861	25,505	25,518	26,189
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	26,276	22,135	24,676	23,004	22,174	22,483	22,934
Service appropriations held in Department of Treasury and Finance Administered	-	-	-	4,928	3,274	2,862	3,106
Resources received free of charge	112	106	110	116	122	126	126
Liabilities assumed by the Treasurer	-	25	5	5	5	5	5
TOTAL INCOME FROM STATE GOVERNMENT	26,388	22,266	24,791	28,053	25,575	25,476	26,171
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,203	91	(1,444)	192	70	(42)	(18)
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	1,203	91	(1,444)	192	70	(42)	(18)

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 132, 132 and 156 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

(c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	878	335	6	6	6	6	6
Restricted cash	689	1,023	734	779	824	869	869
Receivables	1,296	312	418	423	428	435	435
Amounts receivable for services	418	230	230	357	-	-	-
Prepayments	247	193	282	290	298	306	306
Total current assets	3,528	2,093	1,670	1,855	1,556	1,616	1,616
NON-CURRENT ASSETS							
Amounts receivable for services	20	158	158	148	438	490	386
Land and buildings	-	-	-	1,700	1,700	1,700	1,700
Plant and equipment	450	881	843	917	1,214	1,113	1,199
Other	324	315	324	454	454	454	454
Total non-current assets	794	1,354	1,325	3,219	3,806	3,757	3,739
TOTAL ASSETS	4,322	3,447	2,995	5,074	5,362	5,373	5,355
CURRENT LIABILITIES							
Payables ^(a)	332	274	347	359	372	385	385
Provision for employee entitlements	1,621	1,489	1,621	1,621	1,621	1,621	1,621
Accrued salaries	85	70	175	220	255	295	295
Other	4	3	4	4	4	4	4
Total current liabilities	2,042	1,836	2,147	2,204	2,252	2,305	2,305
NON-CURRENT LIABILITIES							
Provision for employee entitlements	584	720	584	584	584	584	584
Total non-current liabilities	584	720	584	584	584	584	584
TOTAL LIABILITIES	2,626	2,556	2,731	2,788	2,836	2,889	2,889
EQUITY							
Contributed equity	1,169	1,181	1,181	3,011	3,181	3,181	3,181
Accumulated surplus/(deficit)	338	(463)	(1,106)	(914)	(844)	(886)	(904)
Reserves	189	173	189	189	189	189	189
Total equity	1,696	891	264	2,286	2,526	2,484	2,466
TOTAL LIABILITIES AND EQUITY	4,322	3,447	2,995	5,074	5,362	5,373	5,355

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	25,978	21,767	24,308	22,657	21,884	22,075	22,526
Service appropriations held in Department of Treasury and Finance Administered	-	-	-	4,928	3,274	2,862	3,106
Capital contribution	-	12	12	-	170	-	-
Holding account drawdowns	440	418	418	230	357	356	512
Equity contribution receipts	-	-	-	1,830	-	-	-
Net cash provided by State Government	26,418	22,197	24,738	29,645	25,685	25,293	26,144
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(10,064)	(9,702)	(11,741)	(12,660)	(12,118)	(12,399)	(12,677)
Superannuation	(905)	(898)	(1,077)	(1,162)	(1,118)	(1,144)	(1,148)
Grants and subsidies	(7,903)	(3,180)	(3,665)	(3,876)	(2,630)	(2,483)	(2,495)
Consultancies payments	-	(13)	(10)	(361)	(311)	(161)	(161)
Supplies and services	(5,600)	(6,402)	(7,723)	(8,209)	(7,618)	(7,324)	(7,727)
Accommodation	(1,566)	(1,695)	(2,026)	(2,038)	(2,129)	(2,225)	(2,268)
Goods and services tax	(1,524)	(810)	(1,349)	(1,162)	(1,119)	(1,070)	(1,070)
Other	(519)	(329)	(540)	(552)	(568)	(585)	(585)
Receipts							
User charges and fees	-	152	-	454	454	454	454
Grants and subsidies	346	-	-	-	-	-	-
Goods and services tax	1,236	840	2,026	1,176	1,124	1,075	1,075
Other receipts	591	350	1,220	900	970	970	970
Net cash from operating activities	(25,908)	(21,687)	(24,885)	(27,490)	(25,063)	(24,892)	(25,632)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(241)	(480)	(680)	(2,110)	(577)	(356)	(512)
Net cash from investing activities	(241)	(480)	(680)	(2,110)	(577)	(356)	(512)
CASHFLOWS FROM FINANCING ACTIVITIES							
Net cash from financing activities	-	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	269	30	(827)	45	45	45	-
Cash assets at the beginning of the reporting period	1,298	1,328	1,567	740	785	830	875
Cash assets at the end of the reporting period	1,567	1,358	740	785	830	875	875

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	26,607	22,677	27,255	29,215	26,929	26,953	27,624
Less Capital User Charge.....	-	-	-	-	-	-	-
Adjusted Total Cost of Services	26,607	22,677	27,255	29,215	26,929	26,953	27,624
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ...	26,276	22,135	24,676	23,004	22,174	22,483	22,934
Less Appropriation Capital User Charge	92	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	26,184	22,135	24,676	23,004	22,174	22,483	22,934

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Aboriginal Community Patrols.....	2,188	1,885	2,030	2,600	2,330	2,283	2,295
Gordon Place Management Grants.....	1,217	-	-	-	-	-	-
Heritage Grants	48	-	2	100	100	100	100
Indigenous Multilateral Funding Pool.....	3,182	1,230	1,230	415	-	-	-
Land Management Grants							
Reconciliation Grants.....	96	-	162	100	100	100	100
Various Indigenous Community Grants	1,172	65	241	111	100	-	-
Restructure of the Department.....	-	-	-	550	-	-	-
TOTAL.....	7,903	3,180	3,665	3,876	2,630	2,483	2,495

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Department:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Grants and Subsidies.....	346	-	-	-
GST Input Credits.....	1,236	840	2,026	1,176
Other Receipts.....	591	350	1,220	900
User Charges and Fees.....	-	152	-	454
TOTAL.....	2,173	1,342	3,246	2,530

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

HERITAGE COUNCIL OF WESTERN AUSTRALIA

PART 8 - MINISTER FOR HOUSING AND WORKS; INDIGENOUS AFFAIRS; HERITAGE; LAND INFORMATION

DIVISION 40

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 77 Net amount appropriated to deliver services	6,872	4,936	6,171	6,287	5,045	5,148	5,264
Total appropriations provided to deliver services	6,872	4,936	6,171	6,287	5,045	5,148	5,264
GRAND TOTAL	6,872	4,936	6,171	6,287	5,045	5,148	5,264

MISSION

To identify, provide for and encourage the conservation of places that have significance to the cultural heritage of Western Australia.

SIGNIFICANT ISSUES AND TRENDS

- The strong Western Australian economy and consequent demand for new commercial office space is placing significant additional pressure on the conservation of heritage places in the Perth Central Business District as well as Heritage Council resources.
- The current high cost of housing in Western Australia is requiring people to heavily invest in their home over other types of investment. Any legislative regime that seeks to control personal investment of this scale threatens people's sense of control and ownership. The Council is a regulatory body and as such, is dealing with these expectations while meeting its statutory obligation to identify places important to the community.
- The number and complexity of development referrals continues to grow in response to the growth in the Western Australian economy and the increase in the number of places on the State Register of Heritage Places.
- The Heritage Grants Program continues to be oversubscribed by about 4:1, and the demand for grant assistance as an effective conservation incentive for significant places will continue to grow in tandem with an increase in privately owned registered places.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Cultural Heritage Conservation Services	7,167	5,120	6,447	6,424			
Total Cost of Services	7,167	5,120	6,447	6,424	5,157	5,218	5,394
<i>Less Income.....</i>	<i>134</i>	<i>80</i>	<i>162</i>	<i>102</i>	<i>102</i>	<i>102</i>	<i>102</i>
Net Cost of Services	7,033	5,040	6,285	6,322	5,055	5,116	5,292
Adjustments ^(a)	(161)	(104)	(114)	(35)	(10)	32	(28)
Appropriation Provided to Deliver Services..	6,872	4,936	6,171	6,287	5,045	5,148	5,264
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	6,872	4,936	6,171	6,287	5,045	5,148	5,264

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

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 PERFORMANCE INFORMATION**Relationship to Government Goals**

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Service
Protecting and enhancing the unique Western Australian lifestyle and ensuring sustainable management of the environment.	Conservation of cultural heritage places in Western Australia, for the benefit of present and future generations.	1. Cultural Heritage Conservation Services

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Conservation of cultural heritage places in Western Australia, for the benefit of present and future generations.					
The extent to which the Register is representative of the State's heritage - completion index.....	64%	68%	68%	68%	
The extent to which registered places are conserved (not demolished).....	100%	99%	99%	99%	

(a) More details of effectiveness indicators are provided in the annual report.

Service 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; and provide publications, seminars and other promotional activities.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service.....	7,167	5,120	6,447	6,424	
<i>Less Income.....</i>	134	80	162	102	
Net Cost of Service.....	7,033	5,040	6,285	6,322	
Adjustments ^(a)	(161)	(104)	(114)	(35)	
Appropriation for Delivery of Service.....	6,872	4,936	6,171	6,287	

(a) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost of place assessments	\$4,233	\$7,829	\$3,921	\$3,900	Increasingly complex referrals require more technically qualified assessment.
Average cost of maintaining Heritage Register	\$330	\$318	\$374	\$370	
Average cost of development referrals.....	\$639	\$707	\$890	\$900	
Average cost of grants/incentives administered.	\$2,588	\$2,609	\$2,594	\$2,600	
Full Time Equivalents	27	30	30	30	

Major Achievements For 2007-08

- Provided support to the Western Australian Planning Commission for the introduction in May 2007 of the State Planning Policy - 3.5 Historic Heritage Conservation. The policy sets out the principles of sound and responsible planning for the conservation and protection of Western Australia's historic heritage. It provides Local Government and planning authorities with a clear framework within which planning decisions involving state and local heritage can be made.
- Assisted in the conservation of 32 privately owned heritage places through the allocation of \$1 million in funding for the 2007-08 Heritage Grants Program.
- Provision of statutory advice for approximately 800 development referrals, including major development proposals for Victoria Quay.

Major Initiatives For 2008-09

- Special allocation of funding has been made to assist with restoration of the heritage-listed Carnarvon One Mile Jetty, which was damaged by fire in 2007.
- Begin implementation of a new five year Strategic Plan for the Heritage Council of Western Australia.
- Provision of \$1 million through the 2008-09 Heritage Grants Program to support conservation of Western Australia's cultural heritage.
- Continue to assist private owners in the conservation of heritage places through the Heritage Grants Program and the Heritage Loan Subsidy Scheme.
- Provide substantial new online services, including an online heritage listing facility shared with Local Government, and a new image bank showcasing Western Australia's heritage assets.

CAPITAL WORKS PROGRAM

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Asset Replacement Program 2007-08	70	70	70	-
Heritage Grant Program 2007-08	1,000	1,000	1,000	-
Maley's Bridge Restoration, Greenough.	105	105	105	-
Office Fit-Out Replacement	35	35	35	-
St Mary's Cathedral Restoration	3,000	3,000	3,000	-
NEW WORKS				
Asset Replacement Program 2008-09	152	-	-	152
Carnarvon Jetty Restoration	1,320	-	-	1,320
Heritage Grant Program 2008-09	1,000	-	-	1,000
	6,682	4,210	4,210	2,472

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	1,050	1,105	4,210	2,472	1,095	1,095	1,110
	1,050	1,105	4,210	2,472	1,095	1,095	1,110
LESS							
Drawdowns from the Holding Account	50	70	70	40	40	40	40
Funding Included in Service Appropriations ^(a)	3,105	1,035	2,105	2,432	1,055	1,055	1,070
Internal Funds and Balances	(2,105)	-	2,035	-	-	-	-
Capital Contribution	-	-	-	-	-	-	-

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS**INCOME STATEMENT
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	1,941	1,985	2,027	2,024	2,040	2,103	2,203
Superannuation.....	184	184	194	194	203	213	213
Grants and subsidies ^(b)	3,319	1,276	2,276	2,596	1,276	1,276	1,276
Supplies and services	1,329	1,375	1,432	1,320	1,410	1,398	1,461
Accommodation.....	128	166	170	177	135	135	135
Depreciation and amortisation	44	40	40	40	40	40	40
Loss on disposal of non-current assets	2	-	-	-	-	-	-
Other expenses	220	94	308	73	53	53	66
TOTAL COST OF SERVICES.....	7,167	5,120	6,447	6,424	5,157	5,218	5,394
Income							
User charges and fees.....	1	-	-	-	-	-	-
Grants and subsidies	116	70	144	85	85	85	85
Other revenue	17	10	18	17	17	17	17
Total Income.....	134	80	162	102	102	102	102
NET COST OF SERVICES.....	7,033	5,040	6,285	6,322	5,055	5,116	5,292
INCOME FROM STATE GOVERNMENT							
Service appropriations	6,872	4,936	6,171	6,287	5,045	5,148	5,264
Liabilities assumed by the Treasurer	14	10	14	14	14	14	14
TOTAL INCOME FROM STATE GOVERNMENT.....	6,886	4,946	6,185	6,301	5,059	5,162	5,278
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(147)	(94)	(100)	(21)	4	46	(14)
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	(147)	(94)	(100)	(21)	4	46	(14)

(a) The Full Time Equivalents for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 27, 30 and 30 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

BALANCE SHEET
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	4,262	428	2,084	80	43	36	29
Receivables	107	110	23	20	20	20	20
Amounts receivable for services	70	59	40	40	40	40	40
Prepayments	3	17	3	3	3	3	3
Total current assets	4,442	614	2,150	143	106	99	92
NON-CURRENT ASSETS							
Amounts receivable for services	130	195	214	228	242	256	270
Plant and equipment	112	63	112	112	112	112	112
Total non-current assets	242	258	326	340	354	368	382
TOTAL ASSETS	4,684	872	2,476	483	460	467	474
CURRENT LIABILITIES							
Payables	4,185	295	2,130	130	130	130	130
Provision for employee entitlements	325	381	256	250	186	117	102
Accrued salaries	7	26	14	21	28	35	42
Total current liabilities	4,517	702	2,400	401	344	282	274
NON-CURRENT LIABILITIES							
Provision for employee entitlements	81	105	90	117	147	170	199
Total non-current liabilities	81	105	90	117	147	170	199
TOTAL LIABILITIES	4,598	807	2,490	518	491	452	473
EQUITY							
Contributed equity	389	389	389	389	389	389	389
Accumulated surplus/(deficit)	(303)	(324)	(403)	(424)	(420)	(374)	(388)
Total equity	86	65	(14)	(35)	(31)	15	1
TOTAL LIABILITIES AND EQUITY	4,684	872	2,476	483	460	467	474

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	6,768	4,812	6,047	6,233	4,991	5,094	5,210
Holding account drawdowns	50	70	70	40	40	40	40
Net cash provided by State Government.....	6,818	4,882	6,117	6,273	5,031	5,134	5,250
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,901)	(1,979)	(2,080)	(2,024)	(2,100)	(2,163)	(2,213)
Superannuation.....	(174)	(174)	(180)	(180)	(189)	(199)	(199)
Grants and subsidies	(2,777)	(4,776)	(4,301)	(4,596)	(1,276)	(1,276)	(1,276)
Supplies and services	(1,297)	(1,310)	(1,462)	(1,360)	(1,410)	(1,410)	(1,473)
Accommodation.....	(128)	(166)	(170)	(177)	(135)	(135)	(135)
Goods and services tax.....	(421)	(358)	(532)	(226)	(230)	(230)	(230)
Other.....	(212)	(94)	(308)	(43)	(28)	(28)	(31)
Receipts							
User charges and fees.....	1	-	-	-	-	-	-
Grants and subsidies	101	70	170	100	90	90	90
Goods and services tax	430	358	588	249	230	230	230
Other receipts	16	9	20	20	20	20	20
Net cash from operating activities.....	(6,362)	(8,420)	(8,255)	(8,237)	(5,028)	(5,101)	(5,217)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(51)	(20)	(40)	(40)	(40)	(40)	(40)
Net cash from investing activities.....	(51)	(20)	(40)	(40)	(40)	(40)	(40)
NET INCREASE/(DECREASE) IN CASH HELD	405	(3,558)	(2,178)	(2,004)	(37)	(7)	(7)
Cash assets at the beginning of the reporting period	3,857	3,986	4,262	2,084	80	43	36
Cash assets at the end of the reporting period.....	4,262	428	2,084	80	43	36	29

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Conservation Incentive Program	10	10	10	10	10	10	10
Cossack Townsite	120	120	120	120	120	120	120
Education/Promotion	16	11	11	11	11	11	11
Heritage Grants Program - Capital Works	1,033	1,000	1,000	1,000	1,000	1,000	1,000
Heritage Loan Subsidy Scheme.....	35	35	35	35	35	35	35
Heritage Tourism Grants Program	-	100	100	100	100	100	100
Restoration of Canarvon Jetty	-	-	-	1,320	-	-	-
Restoration of Maley's Bridge	105	-	-	-	-	-	-
Restoration of St Mary's Cathedral.....	2,000	-	1,000	-	-	-	-
TOTAL.....	3,319	1,276	2,276	2,596	1,276	1,276	1,276

NATIONAL TRUST OF AUSTRALIA (WA)

PART 8 - MINISTER FOR HOUSING AND WORKS; INDIGENOUS AFFAIRS; HERITAGE; LAND INFORMATION

DIVISION 41

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 78 Net amount appropriated to deliver services^(a)	2,304	2,326	2,326	2,340	2,362	2,366	2,409
Total appropriations provided to deliver services	2,304	2,326	2,326	2,340	2,362	2,366	2,409
CAPITAL							
Item 156 Capital Contribution	618	531	531	435	435	435	435
GRAND TOTAL	2,922	2,857	2,857	2,775	2,797	2,801	2,844

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

MISSION

To conserve and interpret Western Australia's heritage.

SIGNIFICANT ISSUES AND TRENDS

- The Cabinet decision to confirm the role of the Trust as a statutory authority for the delivery of heritage services within a whole-of-government context, offers wide potential for heritage management partnering across a range of agencies and departments.
- Following on from the foregoing, the Trust has been approached by an increasing number of departments and agencies to submit proposals for the management of heritage places, which are not within the core activities of those departments or agencies.
- The economic value of cultural heritage tourism, particularly in regional areas will lead to increasing partnering arrangements with Local Government authorities and agencies promoting regional economic development. The development of sustainable cultural heritage attractions will provide an increasingly important component of a diversified regional economy.
- The provision of quality and authentic visitor experiences at the Trust and other cultural heritage places will continue to face rising recurrent and maintenance costs in part attributable to a shortage of skilled practitioners and tradespersons to undertake conservation and interpretation works to recognised international standards.
- Increasing awareness and public debate of climatic and biodiversity issues will expand the opportunities for public-private partnering and voluntary nature conservation on private land to compliment existing management programs and increase the scope of positive conservancy outcomes.
- International interest (monitoring, evaluation and partnering) in Australia's holistic approach to cultural heritage management (Indigenous, natural and built) will continue to increase as part of a globalisation of accountability and economic interdependence.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Heritage Conservation and Interpretation	5,413	3,745	3,745	4,380			
Total Cost of Services ^(a)	5,413	3,745	3,745	4,380	3,793	3,888	3,961
<i>Less Income</i>	4,373	1,268	1,268	1,440	1,465	1,522	1,552
Net Cost of Services ^(a)	1,040	2,477	2,477	2,940	2,328	2,366	2,409
Adjustments ^(b)	1,264	(151)	(151)	(600)	34	-	-
Appropriation Provided to Deliver Services ^(a)	2,304	2,326	2,326	2,340	2,362	2,366	2,409
Appropriation for Capital Contribution to meet equity needs ^(c)	618	531	531	435	435	435	435
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS	2,922	2,857	2,857	2,775	2,797	2,801	2,844

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION**Relationship to Government Goals**

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Service
Protecting and enhancing the unique Western Australian lifestyle and ensuring sustainable management of the environment.	Conservation of Western Australia's cultural and natural heritage.	1. Heritage Conservation and Interpretation

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target ^(b)	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Conservation of Western Australia's cultural and natural heritage.					
Percentage of places with a conservation plan in place	77%	90%	72%	65%	
Percentage of places with an interpretation plan in place	26%	30%	24%	22%	
Percentage of places with a business plan in place	53%	55%	48%	44%	
Percentage of properties open to the public	57%	70%	52%	47%	

(a) More details of effectiveness indicators are provided in the annual report.

(b) The Trust has taken on the management of a number of new properties and is expecting more in the near-term. These properties do not have conservation, interpretation, or business plans in place and are not open to the public. This therefore impacts on the 2008-09 target.

Service 1: Heritage Conservation and Interpretation

The Trust is the pre-eminent, independent community-based organisation promoting the conservation and interpretation of Western Australia's heritage and educating the community about the values of cultural heritage (built, natural and Indigenous) for social, economic and environmental benefits.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	5,413	3,745	3,745	4,380	Expenditure on the Luisini Winery Project expected to increase.
<i>Less Income</i>	4,373	1,268	1,268	1,440	Expected increase in interest and property income.
Net Cost of Service ^(a)	1,040	2,477	2,477	2,940	
Adjustments ^(b)	1,264	(151)	(151)	(600)	Utilisation of funds received in advance for the Luisini Winery Project.
Appropriation for Delivery of Service ^(a)	2,304	2,326	2,326	2,340	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per visitor to places	\$114	\$107	\$117	\$125	Increase in expenditure on the Luisini project.
Average operating cost per place	\$80,00	\$94,000	\$75,000	\$80,000	Increase in expenditure on the Luisini project.
Full Time Equivalents (FTEs)	21	24	24	24	

Major Achievements For 2007-08

- Whole of process progress in the management of nature-based covenants from initiation through lodgement, stewardship and management has been achieved within an expanded regional partnering network. The focus on threatened ecosystems in two natural Resource Management Regions has increased the area under the Trust's voluntary nature conservation initiatives.
- The regional economic development, conservation objectives and development of cultural tourism potential in the Wheatbelt and Goldfields regions met and exceeded targets. This was in part due to enhanced facilities, attractions and interpretation at Mt Charlotte (Kalgoorlie), No.3 Pump Station (Cunderdin), No.8 Pump Station (Dedrari) and the multi-use Kep Track (Northam to Mundaring).
- Planning approval was granted for the Luisini Winery Redevelopment Project which includes the conservation and interpretation of the existing winery building, the addition of an education/environmental/community centre and café, enhancement works to protect the natural wetlands surrounding Lake Goollelal and landscape works to include a trail and boardwalk associated with Section 24 of the Yellagonga Regional Park Management Plan 2003-13.
- Strategic targets set by the Council of the National Trust for the management of the public assets comprising the Trust's portfolio of heritage places have been achieved including:
 - progress on the conceptualisation of a revolving fund for the built environment;
 - completion of a Strategic Asset Management Plan;
 - identification of best-use/compatible-use options for the portfolio; and
 - the continued diversification and expansion of the portfolio of heritage places in regional areas (Cue, Pinjarra, Collie).
- The Trust completed implementation of best practice and cost effective collection management initiatives including the de-accessioning project for heritage objects not consistent with the Trust's collection plan.

Major Initiatives For 2008-09

- The Trust will expand its range of heritage management options in a whole-of-government context through implementation of the revolving fund for the built environment and the programmed transfer of heritage places to the Trust's stewardship by government departments and agencies.
- The Trust will continue to expand its voluntary partnering initiatives with developers (both government and private) to integrate bushland stewardship as a coordinated and sustainable component of estate development planning, marketing and lifestyle.
- As part of its Golden Jubilee program, the Trust will acknowledge and promote the achievements of 50 years of voluntary conservation initiatives and public private partnering through a recognition program for classified places, historic towns and nature covenants.
- As part of its Golden Jubilee program, the Trust will promote tourism, community and heritage links at its heritage places through coordinated initiatives including:
 - free entry to heritage places;
 - regional heritage events;
 - sponsored heritage publications;
 - improved direction and interpretive signage; and
 - recognition of local heritage partners and heritage appeals.
- The Trust will continue to take the lead in supporting financially and intellectually, a national heritage communication strategy at all levels of government to promote awareness and understanding of the role of heritage, community identity and sustainability as part of a balanced community.
- As part of its Golden Jubilee program, the Trust will recognise and celebrate the contribution of its stakeholders identified in the *National Trust of Australia (WA) Act 1964* (including the Country Women's Association, the Royal Society, the Royal West Australian Historical Society, the Royal Australian Institute for Architects, the University of Western Australia, the Department of the Premier and Cabinet, the Western Australian Local Government Association and Tourism Western Australia) through a series of mutually agreed events.

- As part of its Golden Jubilee initiatives, the Trust will promote voluntary community contributions to heritage outcomes through a coordinated program to facilitate donations, planned giving, bequests and legacies.

CAPITAL WORKS PROGRAM

The Trust's capital works program includes the continuation of conservation and interpretation works on selected properties to facilitate enhanced public understanding and employment. The Trust will also continue to maintain its computer hardware and software, including the ongoing development of web facilities for the Trust's heritage information.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Asset Replacement - 2007-08 Program	40	40	40	-
Property Restoration - 2007-08 Program	560	560	560	-
Heritage Properties	959	959	191	-
NEW WORKS				
Asset Replacement - 2008-09 Program	50	-	-	50
Property Restoration - 2008-09 Program	650	-	-	650
	2,259	1,559	791	700

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	891	791	791	700	700	700	700
	891	791	791	700	700	700	700
LESS							
Drawdowns from the Holding Account	255	260	260	265	265	265	265
Internal Funds and Balances	18	-	-	-	-	-	-
Capital Contribution	618	531	531	435	435	435	435

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	1,659	1,867	1,867	1,961	1,973	2,050	2,078
Superannuation.....	155	187	187	197	197	217	217
Supplies and services	2,668	962	962	1,327	708	696	736
Accommodation.....	474	355	355	400	410	405	410
Capital user charge ^(b)	304	-	-	-	-	-	-
Depreciation and amortisation	342	265	265	350	360	370	370
Other expenses	115	109	109	145	145	150	150
TOTAL COST OF SERVICES.....	5,717	3,745	3,745	4,380	3,793	3,888	3,961
Income							
User charges and fees.....	524	433	433	500	510	520	530
Gain on disposal of non-current assets	201	55	55	60	60	62	62
Grants and subsidies	633	370	370	350	360	375	375
Interest revenue	185	80	80	180	185	190	195
Donations	56	-	-	-	-	-	-
Other revenue	2,774	330	330	350	350	375	390
Total Income.....	4,373	1,268	1,268	1,440	1,465	1,522	1,552
NET COST OF SERVICES ^(b)	1,344	2,477	2,477	2,940	2,328	2,366	2,409
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(b)	2,608	2,326	2,326	2,340	2,362	2,366	2,409
TOTAL INCOME FROM STATE GOVERNMENT.....	2,608	2,326	2,326	2,340	2,362	2,366	2,409
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,264	(151)	(151)	(600)	34	-	-
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	1,264	(151)	(151)	(600)	34	-	-

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 21, 24 and 24 respectively.

(b) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

BALANCE SHEET
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	2,736	1,440	2,578	2,066	2,154	2,225	2,296
Restricted cash	914	737	914	914	914	914	914
Receivables	370	114	386	305	222	130	59
Inventories	24	29	24	24	24	24	24
Interest receivable	18	11	18	18	18	18	18
Amounts receivable for services	260	345	265	-	-	-	-
Prepayments	42	37	42	42	42	42	42
Non-current assets held for sale	805	750	805	805	805	805	805
Total current assets	5,169	3,463	5,032	4,174	4,179	4,158	4,158
NON-CURRENT ASSETS							
Amounts receivable for services	113	66	146	449	487	555	290
Land and buildings	32,853	26,523	33,401	33,835	34,211	34,549	35,199
Plant and equipment	306	144	265	247	297	347	397
Other	1,876	2,340	1,876	1,876	1,876	1,876	1,876
Total non-current assets	35,148	29,073	35,688	36,407	36,871	37,327	37,762
TOTAL ASSETS	40,317	32,536	40,720	40,581	41,050	41,485	41,920
CURRENT LIABILITIES							
Payables ^(a)	438	165	438	440	440	440	440
Provision for employee entitlements	163	213	186	198	198	198	198
Accrued salaries	7	20	7	10	10	10	10
Other	18	138	18	18	18	18	18
Total current liabilities	626	536	649	666	666	666	666
NON-CURRENT LIABILITIES							
Provision for employee entitlements	126	110	126	135	135	135	135
Total non-current liabilities	126	110	126	135	135	135	135
TOTAL LIABILITIES	752	646	775	801	801	801	801
EQUITY							
Contributed equity	2,675	3,206	3,206	3,641	4,076	4,511	4,946
Accumulated surplus/(deficit)	11,733	10,225	11,582	10,982	11,016	11,016	11,016
Reserves	25,157	18,459	25,157	25,157	25,157	25,157	25,157
Total equity	39,565	31,890	39,945	39,780	40,249	40,684	41,119
TOTAL LIABILITIES AND EQUITY	40,317	32,536	40,720	40,581	41,050	41,485	41,920

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	2,315	2,028	2,028	1,957	1,969	2,005	2,048
Capital contribution	618	531	531	435	435	435	435
Holding account drawdowns	255	260	260	265	265	265	265
Net cash provided by State Government.....	3,188	2,819	2,819	2,657	2,669	2,705	2,748
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,662)	(1,834)	(1,834)	(1,927)	(1,973)	(2,050)	(2,078)
Superannuation	(155)	(188)	(188)	(198)	(198)	(218)	(218)
Supplies and services	(2,461)	(1,017)	(1,017)	(1,304)	(685)	(701)	(741)
Accommodation	(468)	(310)	(310)	(355)	(365)	(358)	(363)
Capital user charge ^(a)	(403)	-	-	-	-	-	-
Goods and services tax	(643)	(260)	(260)	(260)	(260)	(270)	(270)
Other.....	(120)	(50)	(50)	(65)	(65)	(67)	(67)
Receipts							
User charges and fees.....	518	433	433	500	510	520	530
Grants and subsidies	633	370	370	350	360	375	375
Interest received	178	80	80	180	185	190	195
Donations receipts.....	56	-	-	-	-	-	-
Goods and services tax	674	260	260	260	260	270	270
Other receipts	2,187	330	330	350	350	375	390
Net cash from operating activities.....	(1,666)	(2,186)	(2,186)	(2,469)	(1,881)	(1,934)	(1,977)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(891)	(791)	(791)	(700)	(700)	(700)	(700)
Purchase of investments.....	(1,031)	-	-	-	-	-	-
Proceeds from sale of non-current assets	1,420	-	-	-	-	-	-
Net cash from investing activities.....	(502)	(791)	(791)	(700)	(700)	(700)	(700)
NET INCREASE/(DECREASE) IN CASH HELD	1,020	(158)	(158)	(512)	88	71	71
Cash assets at the beginning of the reporting period	2,630	2,335	3,650	3,492	2,980	3,068	3,139
Cash assets at the end of the reporting period.....	3,650	2,177	3,492	2,980	3,068	3,139	3,210

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	5,717	3,745	3,745	4,380	3,793	3,888	3,961
Less Capital User Charge.....	304	-	-	-	-	-	-
Adjusted Total Cost of Services	5,413	3,745	3,745	4,380	3,793	3,888	3,961
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ..	2,608	2,326	2,326	2,340	2,362	2,366	2,409
Less Appropriation Capital User Charge	304	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	2,304	2,326	2,326	2,340	2,362	2,366	2,409

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Trust:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Goods and Services Tax	674	260	260	260
Grants and Subsidies.....	633	370	370	350
Interest Received.....	178	80	80	180
Other Receipts.....	2,187	330	330	350
User Charges and Fees.....	518	433	433	500
Donations Receipts	56	-	-	-
TOTAL.....	4,246	1,473	1,473	1,640

The moneys received and retained are to be applied to the Trust's services as specified in the Budget Statements.

WESTERN AUSTRALIAN LAND INFORMATION AUTHORITY

PART 8 - MINISTER FOR HOUSING AND WORKS; INDIGENOUS AFFAIRS; HERITAGE; LAND INFORMATION

DIVISION 42

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual ^(b) \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate ^(c) \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 79 Net amount appropriated to deliver services ^(a)	27,058	21,808	22,925	26,589	26,954	23,957	27,804
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 ^(d)	384	391	397	409	420	420	424
Total appropriations provided to deliver services	27,442	22,199	23,322	26,998	27,374	24,377	28,228
GRAND TOTAL	27,442	22,199	23,322	26,998	27,374	24,377	28,228

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The Authority, trading as Landgate, was formed on 1 January 2007. Landgate has assumed all functions and activities of the former Department of Land Information; accordingly the 2006-07 Actual includes the final six months operations of the Department.
- (c) The 2008-09 Budget Estimate differs from the amounts included in the published 2008-09 Statement of Corporate Intent due to minor adjustments made later in the budget process.
- (d) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

The Authority is committed to providing access to land information anywhere, anytime to promote a strong and sustainable Western Australia. Landgate is a leading information provider in the knowledge economy known for our integrity, ingenuity and excellence.

SIGNIFICANT ISSUES AND TRENDS

- To meet the increasing needs of its customers for better, faster and more integrated land information, the Authority (Landgate) is investing significantly in technology to deliver the world's best practice land registration, valuation and geographic information services and to support the development of new commercial products and services.
- Landgate is Western Australia's primary and authoritative source of land information and is uniquely positioned for future growth within Australia and internationally. To maintain this position, Landgate will need to increase its investment in innovation and research and development to capture new ideas and realise new business opportunities. Landgate is also seeking to build stronger relationships with research institutions and the private sector to develop further uses for land information. These initiatives will assist Landgate to develop new markets, expand existing markets and deliver new products and services – directly and via partners.

- In order for Landgate to remain an industry leader and optimise commercial returns, a capital investment program of \$51.8 million has been planned over the estimated period. This will position Landgate to offer online goods and services that generate a return from the State's land information asset and deliver significant upgrades to land registration, valuation and geographic information systems. One key component is the iLand Strategy which will modernise and automate business processes and systems and help meet the need for electronic registration of documents, positioning the agency in readiness for the National Electronic Conveyancing System (NECS). Another major strategy is the expansion of a web-based Shopfront that enables customers to access products online for example maps, images, titles, surveys and property reports.
- The Shared Land Information Platform (SLIP) is transforming the way government cooperates in exchanging and sharing spatial information. The SLIP has become an increasingly valuable tool for government and industry in dealing with issues such as land analysis, climate change, water management, emergency services and sustainable agriculture. A major priority for Landgate is to explore the potential offered by the SLIP to meet the broader industry and general public needs for 'joined-up' spatial information. For example, the mining and resource sectors have expressed an early interest in the SLIP's potential to reduce their initial planning, research and analysis proposal costs.
- Landgate is expanding its relationships with Governments in the Region through its international program, which provides land information consultancy and land administration services to other countries including Indonesia, Vietnam, China and Mauritius.
- The buoyant Western Australian labour market presents a challenge in attracting and retaining suitably qualified and skilled staff, particularly in the spatial science and valuation professions. Landgate is implementing innovation, knowledge and professional development programs to reduce the impact of the skills shortage and to ensure that staff skills remain at the forefront of technology and industry developments.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual ^(c)	2007-08 Budget	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate ^(d) \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Access to Land Information.....	86,066	93,566	95,083	98,349			
<i>Service 2:</i>							
Valuations	18,927	19,087	19,882	20,476			
<i>Service 3:</i>							
Access to Government Geographic Information.....	2,231	1,765	1,821	1,841			
Total Cost of Services ^(a)	107,224	114,418	116,786	120,666	123,884	127,484	129,167
<i>Less Income.....</i>	<i>86,894</i>	<i>93,555</i>	<i>94,948</i>	<i>97,636</i>	<i>103,483</i>	<i>114,309</i>	<i>113,503</i>
Net Cost of Services ^(a)	20,330	20,863	21,838	23,030	20,401	13,175	15,664
Adjustments ^(b)	7,112	1,336	1,484	3,968	6,973	11,202	12,564
Appropriation Provided to Deliver Services ^(a)	27,442	22,199	23,322	26,998	27,374	24,377	28,228
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	27,442	22,199	23,322	26,998	27,374	24,377	28,228

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) The Authority, trading as Landgate, was formed on 1 January 2007. Landgate has assumed all functions and activities of the former Department of Land Information; accordingly the 2006-07 Actual includes the final six months operations of the Department.
- (d) The 2008-09 Budget Estimate differs from the amounts included in the published 2008-09 Statement of Corporate Intent due to minor adjustments made later in the budget process.

OUTCOMES, SERVICES AND PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcomes	Services
Creating conditions that foster a strong economy delivering more jobs, opportunities and greater wealth for all Western Australians.	The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.	1. Access to Land Information
	Independent valuations support government's collection of rates and taxes and management of property assets.	2. Valuations
	Coordinated access to Western Australian Land Information System (WALIS) community members' geographic information supports the management and development of the State.	3. Access to Government Geographic Information

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.					
Extent to which the State Land Information Capture Program is completed according to target	100%	100%	100%	100%	
Claims against registered interests as a result of fraud, negligence or errors, settled by the Crown	nil	nil	1	nil	
Outcome: Independent valuations support government's collection of rates and taxes and management of property assets.					
International standards for accuracy and uniformity of rating and taxing values are met.					
Median Ratio Test:					
- Gross Rental Value; and	94.0%	>92.5%	>92.5%	>92.5%	
- Unimproved Value	92.59%	>92.5%	>92.5%	>92.5%	
Coefficient of dispersion:					
- Gross Rental Value; and	4.39%	<7%	<7%	<7%	
- Unimproved Value	11.07%	< 15%	<15%	<15%	
Adjustments to Rating and Taxing Values as a result of Objections and Appeals as a percentage of total values in force	0.008%	< 0.2%	<0.2%	<0.2%	

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Coordinated access to WALIS community members' geographic information supports the management and development of the State.					
Useability of WALIS spatial information is determined by user awareness, acceptance and re-use.					
Awareness:					
Increase in first time participants at WALIS functions.....	25%	25%	15%	5%	
Increase in repeat participants at WALIS functions.....	19%	15%	18%	15%	
Acceptance:					
Increase in the number of first time customers accessing spatial information from WALIS community members ^(b)	548%	2%	2%	2%	
Re-use:					
Increase in the number of return customers accessing spatial information from WALIS community members.....	0%	2%	2%	2%	

(a) More details of effectiveness indicators are provided in the annual report.

(b) The acceptance figure for 2006-07 Actual is significantly higher than budget and target due to some agencies modifying the way online customer activity was reported.

Service 1: Access to Land Information

Information about land ownership, land boundaries and geographic features is collected, recorded and made available for use by government, business and the community.

	2006-07 Actual ^(c) \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate ^(d) \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	86,066	93,566	95,083	98,349	
Less Income.....	77,380	81,080	80,478	88,732	
Net Cost of Service ^(a)	8,686	12,486	14,605	9,617	
Adjustments ^(b)	3,826	800	992	1,657	
Appropriation for Delivery of Service ^(a)	12,512	13,286	15,597	11,274	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(c) The Authority, trading as Landgate, was formed on 1 January 2007. Landgate has assumed all functions and activities of the former Department of Land Information; accordingly the 2006-07 Actual includes the final six months operations of the Department.

(d) The 2008-09 Budget Estimate differs from the amounts included in the published 2008-09 Statement of Corporate Intent due to minor adjustments made later in the budget process.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per land registration action	\$26.18	\$29.03	\$28.53	\$29.60	
Average cost per land information action	\$30.38	\$43.35	\$42.29	\$44.49	
Full Time Equivalents (FTEs)	628	636	637	654	

Major Achievements For 2007-08

- Improved data access and quality to the State, Local Government, emergency services, industry groups, the business community and the public have been achieved through:
 - partnering in a topographic field verification survey with Geoscience Australia;
 - implementing data matching software, which compares and aligns Landgate's street address data with other external datasets, for example, from Local Governments for improved property street addressing;
 - preserving historic records by digitising the aerial photography film archive, dating back to 1948;
 - developing a major strategy to modernise core business systems (iLand Strategy). A pilot initiative commenced to provide proof of concept and establish the delivery framework;
 - releasing the Geodetic Framework Strategy for Western Australia for the period 2007-2012 that sets out a clear direction for the sustainable future of this fundamental infrastructure;
 - developing a strategy to identify costs for the digital capture of administrative areas in the spatial cadastral database, for example, the major Regional Planning Scheme data sets for the Department for Planning and Infrastructure; and
 - the government launch of SLIP enabler in August 2007, whereby 18 participating agencies and 135 datasets have been made available to users across the four focus areas of emergency management, natural resource management, land development and interests in land.
- Landgate's online 'Shopfront' was introduced in February 2007 to provide online access to members of the public to purchase titles, surveys, property reports and maps. During the first quarter of 2008, additional products were made available via Shopfront, such as imagery and aerial photography. There has been a continuous increase in sales and further products are planned to be released throughout 2008-09.
- The Interest Enquiry application of SLIP, which allows for searching of interests held on a parcel of land, was launched to a pilot-user group in December 2007, and to the broader community in March 2008. It is planned to increase the current number of interest types to 15 by the end of June 2008.

Major Initiatives For 2008-09

- Continue to improve the data capture, access and quality to the Government, industry and public in the areas of:
 - topographic and spatial information;
 - property street addressing;
 - supporting the enhancement of the Geodetic Framework for Western Australia; and
 - maintaining the Spatial Cadastral Database.
- Progress the implementation of the iLand Strategy by completing the pilot project to demonstrate methodologies and the first implementation of several large-scale business processes. This will ultimately lead to improved, easier and faster services to customers.
- Develop a strategy to bring land currently under the jurisdiction of the *Registration of Deeds Act 1856* into the *Transfer of Land Act 1893* in readiness for the business process reforms resulting from iLand Strategy and National Electronic Conveyancing System (NECS). This will provide a simple, automated system for the electronic lodgement of registration documents.
- Complete stage two of Phase One of the Continuously Operating Reference Stations network to improve the accuracy of survey positioning by constructing a further seven sites to support the network. This will simplify the process of collecting spatial data by using the latest global navigation satellite systems as well as downstream applications such as precision control of earth-moving and agricultural machinery.

- Expand the semi-automatic process that delivers Landgate's seamless aerial photography images to generate an edited Digital Elevation Model that closely represents the earth's surface. These models are increasingly in demand for flood and tsunami modelling and other natural resource management and analysis applications.
- Work with agencies to further expand the Interest Enquiry function which allows customers to access information on land via a single online inquiry rather than 'agency-shopping'. The next interest types to be delivered are land tax, rates, zoning, municipal heritage and a range of title and survey encumbrance details.

Service 2: Valuations

An impartial valuation and property consultancy service.

	2006-07 Actual ^(c) \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate ^(d) \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	18,927	19,087	19,882	20,476	The impact of the Gross Rental Value General Metropolitan Triennial program.
<i>Less Income</i>	9,347	12,355	14,350	8,904	
Net Cost of Service ^(a)	9,580	6,732	5,532	11,572	
Adjustments ^(b)	3,303	431	376	1,994	
Appropriation for Delivery of Service ^(a)	12,883	7,163	5,908	13,566	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) The Authority, trading as Landgate, was formed on 1 January 2007. Landgate has assumed all functions and activities of the former Department of Land Information; accordingly the 2006-07 Actual includes the final six months operations of the Department.
- (d) The 2008-09 Budget Estimate differs from the amounts included in the published 2008-09 Statement of Corporate Intent due to minor adjustments made later in the budget process.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per valuation	\$12.19	\$11.96	\$12.43	\$16.37	The impact of the Gross Rental Value General Metropolitan Triennial program.
Full Time Equivalents (FTEs)	224	225	226	231	

Major Achievements For 2007-08

- The requirements for an online valuation request system have been completed and will be incorporated into the planned valuation system upgrade as part of the iLand Strategy.
- Negotiations have been held with state jurisdictions to introduce a uniform land use coding system which, in the future, will result in the searching and retrieval of sales evidence, and property and valuation information to be in consistent formats across state boundaries. This is being considered as part of the iLand Strategy.
- Significant work was completed during the year in identifying the enhancements required to ensure that the corporate valuation system meets changing operational requirements well into the next decade. This will be incorporated into the future iLand Strategy.

- The business requirements for the mobile valuation tool were completed. Preliminary work has commenced with plans for the mobile application to be completed in 2008-09.
- The continuation of the data quality improvement program resulted in two operational procedures being reviewed and amended to incorporate enhancements tested and developed during the process.

Major Initiatives For 2008-09

- Increase the frequency of gross rental value-based general valuations in country Local Governments by commencing an expanded revaluation program to ensure statutory compliance and to meet client requirements.
- Complete the development of a mobile valuation and mapping tool for use by valuers and technical staff in the field. This will deliver timely and accurate data whilst improving the effectiveness in maintaining the State's valuation system.
- Adopt the iLand Strategy by reviewing the State's valuation system processes and functionality for improvement of operational efficiency and effectiveness.

Service 3: Access to Government Geographic Information

Land or geographic information from WALIS Community Members (WCM) is managed in a coordinated way so that data held by WCM can be integrated and readily accessed to meet government, business and community needs.

	2006-07 Actual ^(c) \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate ^(d) \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	2,231	1,765	1,821	1,841	WALIS forums occur generally every 18 months; in 2008-09 there is no forum scheduled.
<i>Less Income</i>	167	120	120	-	
Net Cost of Service ^(a)	2,064	1,645	1,701	1,841	
Adjustments ^(b)	(17)	105	116	317	
Appropriation for Delivery of Service ^(a)	2,047	1,750	1,817	2,158	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) The Authority, trading as Landgate, was formed on 1 January 2007. Landgate has assumed all functions and activities of the former Department of Land Information; accordingly the 2006-07 Actual includes the final six months operations of the Department.
- (d) The 2008-09 Budget Estimate differs from the amounts included in the published 2008-09 Statement of Corporate Intent due to minor adjustments made later in the budget process.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per Key Result Area	\$371,833	\$294,167	\$303,500	\$306,833	
Full Time Equivalents (FTEs)	10	10	10	10	

Major Achievements For 2007-08

- Hosted the 'WALIS International Forum 08' with over 800 participants which included 19 representatives from eight different countries.
- A business case for a marine focus area was completed and is scheduled for inclusion as part of SLIP in 2008-09.
- A cross-government working group has been set up to consider the future of the Western Australian spatial information industry. The strategy will be completed in 2008-09.

Major Initiatives For 2008-09

- Expand the use of SLIP by adding at least two new focus areas with an additional 20 new data services.
- Undertake a review of the Data Pricing and Transfer Policy for land and geographic information held by Western Australian State government agencies.
- Develop a business model for public-private participation in the spatial information industry.

CAPITAL WORKS PROGRAM

In 2008-09, Landgate will undertake a capital investment program totalling \$15.1 million. The program will continue the replacement of information technology infrastructure and assets, create new business infrastructure, support the ongoing transformation of manual processes to automated online services, and improve the quality of land information. The investment will position Landgate to offer online goods and services that generate a return from the State's land information asset.

The objectives of the program are to:

- provide high quality 'fit-for-purpose' land information;
- maintain an up-to-date and efficient operating environment;
- streamline processes supporting the Western Australian land market;
- grow the Western Australian spatial information industry;
- expand and develop Landgate's web-based Shopfront for land information; and
- fund future capital requirements largely from operating surpluses.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Asset Replacement.....	2,500	2,500	2,500	-
Business Infrastructure	5,124	5,124	5,124	-
Commercial Products and Services	2,697	2,697	2,697	-
Data Quality Improvement	1,777	1,777	1,777	-
NEW WORKS				
2008-09 Programs				
Asset Replacement.....	4,500	-	-	4,500
Business Infrastructure.....	6,817	-	-	6,817
Commercial Products and Services	2,350	-	-	2,350
Data Quality Improvement	1,400	-	-	1,400
	27,165	12,098	12,098	15,067

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	14,484	10,237	12,098	15,067	12,399	12,260	12,030
	14,484	10,237	12,098	15,067	12,399	12,260	12,030
LESS							
Drawdowns from the Holding Account	944	1,433	1,433	950	1,081	255	4,455
Funding Included in Service Appropriations ^(a) ...	1,599	1,024	1,024	1,507	1,376	1,226	1,203
Internal Funds and Balances	11,941	7,780	9,641	12,610	9,942	10,779	6,372
Capital Contribution	-	-	-	-	-	-	-

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual ^(c) \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate ^(d) \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	53,233	51,937	55,464	57,087	58,522	59,795	61,512
Superannuation	6,753	6,718	7,111	7,327	7,399	7,615	7,831
Cost of goods sold	176	270	160	164	169	173	178
Supplies and services	20,747	26,912	25,751	25,558	25,916	27,205	26,351
Accommodation	10,707	10,116	10,577	11,022	11,462	11,914	12,378
Capital user charge ^(b)	2,106	-	-	-	-	-	-
Depreciation and amortisation	6,262	8,417	8,398	8,659	9,261	9,244	8,812
State taxes	1,594	3,226	3,181	3,486	3,569	3,674	3,779
Loss on disposal of non-current assets	20	-	-	-	-	-	-
Other expenses	7,732	6,822	6,144	7,363	7,586	7,864	8,326
TOTAL COST OF SERVICES	109,330	114,418	116,786	120,666	123,884	127,484	129,167
Income							
User charges and fees	82,806	89,282	87,468	90,323	96,045	106,529	105,012
Interest revenue	1,050	855	1,500	1,503	1,623	1,868	2,534
Other revenue	3,038	3,418	5,980	5,810	5,815	5,912	5,957
Total Income	86,894	93,555	94,948	97,636	103,483	114,309	113,503
NET COST OF SERVICES ^(b)	22,436	20,863	21,838	23,030	20,401	13,175	15,664
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(b)	29,548	22,199	23,322	26,998	27,374	24,377	28,228
Resources received free of charge	488	429	429	429	429	429	429
Liabilities assumed by the Treasurer	1,830	2,284	2,284	2,410	2,482	2,596	2,705
Change in equity arising from transfer of assets/liabilities	340	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	32,206	24,912	26,035	29,837	30,285	27,402	31,362
SURPLUS/(DEFICIENCY) FOR THE PERIOD	9,770	4,049	4,197	6,807	9,884	14,227	15,698
Income tax benefit/(expense)	3,701	(1,215)	(1,215)	(2,042)	(2,965)	(4,268)	(4,709)
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	13,471	2,834	2,982	4,765	6,919	9,959	10,989

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 862, 873 and 895 respectively.

(b) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

(c) The Authority, trading as Landgate, was formed on 1 January 2007. Landgate has assumed all functions and activities of the former Department of Land Information; accordingly the 2006-07 Actual includes the final six months operations of the Department.

(d) The 2008-09 Budget Estimate differs from the amounts included in the published 2008-09 Statement of Corporate Intent due to minor adjustments made later in the budget process.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual ^(b) \$'000	2007-08 Budget ^(b) \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	4,323	17,193	5,026	4,465	4,570	4,714	4,799
Investments	19,999	-	17,000	19,332	20,773	26,369	41,025
Receivables	8,507	12,864	14,181	9,092	9,329	15,613	9,329
Inventories.....	160	231	160	164	169	173	178
Amounts receivable for services.....	1,433	1,350	950	1,081	255	4,455	5,258
Prepayments	795	493	795	817	838	859	881
Other.....	2,867	1,875	2,867	2,867	2,867	2,867	2,867
Total current assets	38,084	34,006	40,979	37,818	38,801	55,050	64,337
NON-CURRENT ASSETS							
Amounts receivable for services.....	21,295	22,554	22,948	24,551	27,167	25,578	23,052
Plant and equipment.....	5,072	8,696	5,751	6,923	8,950	10,981	13,116
Intangibles.....	32,850	30,526	34,847	38,576	38,447	38,206	38,086
Restricted cash	413	583	634	850	1,071	1,299	1,533
Other.....	8,918	-	4,762	7,282	9,905	4,762	7,163
Total non-current assets.....	68,548	62,359	68,942	78,182	85,540	80,826	82,950
TOTAL ASSETS.....	106,632	96,365	109,921	116,000	124,341	135,876	147,287
CURRENT LIABILITIES							
Payables ^(a)	1,974	288	2,128	2,980	3,927	5,256	5,722
Provision for employee entitlements	10,658	10,698	10,658	11,136	11,385	11,400	11,157
Accrued salaries	226	291	423	263	305	347	480
Other.....	7,586	6,090	7,588	7,588	7,588	7,588	7,455
Total current liabilities.....	20,444	17,367	20,797	21,967	23,205	24,591	24,814
NON-CURRENT LIABILITIES							
Provision for employee entitlements	4,167	3,595	4,166	4,353	4,535	4,727	4,793
Other.....	323	62	278	235	237	235	368
Total non-current liabilities	4,490	3,657	4,444	4,588	4,772	4,962	5,161
TOTAL LIABILITIES.....	24,934	21,024	25,241	26,555	27,977	29,553	29,975
EQUITY							
Contributed equity	76,232	317	76,232	76,232	76,232	76,232	76,232
Accumulated surplus/(deficit)	5,466	75,024	8,448	13,213	20,132	30,091	41,080
Total equity.....	81,698	75,341	84,680	89,445	96,364	106,323	117,312
TOTAL LIABILITIES AND EQUITY.....	106,632	96,365	109,921	116,000	124,341	135,876	147,287

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

(b) The Authority, trading as Landgate, was formed on 1 January 2007. Landgate has assumed all functions and activities (assets and liabilities transferred as part of contributed equity) of the former Department of Land Information.

**CASHFLOW STATEMENT
(Controlled)**

	2006-07 Actual ^(b) \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	25,272	19,590	20,719	24,314	24,503	21,511	25,496
Holding account drawdowns	944	1,433	1,433	950	1,081	255	4,455
Tax equivalent regime	-	(1,215)	(1,061)	(1,215)	(2,042)	(2,965)	(4,268)
Net cash provided by State Government.....	26,216	19,808	21,091	24,049	23,542	18,801	25,683
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(53,326)	(51,740)	(55,265)	(56,582)	(58,049)	(59,546)	(61,556)
Superannuation	(4,705)	(4,434)	(4,828)	(4,917)	(4,917)	(5,019)	(5,126)
Supplies and services	(20,593)	(29,090)	(25,240)	(25,049)	(25,407)	(26,750)	(25,922)
Accommodation	(10,666)	(10,116)	(10,577)	(11,022)	(11,462)	(11,914)	(12,378)
Capital user charge ^(a)	(2,106)	-	-	-	-	-	-
State taxes	(1,332)	(3,226)	(3,181)	(3,486)	(3,569)	(3,674)	(3,779)
Goods and services tax	(4,854)	(5,290)	(5,290)	(5,520)	(5,380)	(5,530)	(5,690)
Other.....	(6,405)	(4,486)	(6,386)	(7,608)	(7,836)	(8,064)	(8,506)
Receipts							
User charges and fees.....	75,713	85,295	85,951	92,892	93,186	105,388	108,895
Interest received	568	855	1,500	1,503	1,623	1,868	2,534
Goods and services tax	4,616	5,290	5,290	5,520	5,380	5,530	5,690
Other receipts	8,928	6,854	5,980	5,810	5,815	5,912	5,957
Net cash from operating activities.....	(14,162)	(10,088)	(12,046)	(8,459)	(10,616)	(1,799)	119
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(14,484)	(9,213)	(11,074)	(13,560)	(11,159)	(11,034)	(10,827)
Net cash from investing activities.....	(14,484)	(9,213)	(11,074)	(13,560)	(11,159)	(11,034)	(10,827)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments for financing activities.....	(147)	(148)	(46)	(43)	-	-	-
Net cash from financing activities	(147)	(148)	(46)	(43)	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(2,577)	359	(2,075)	1,987	1,767	5,968	14,975
Cash assets at the beginning of the reporting period	27,312	17,417	24,735	22,660	24,647	26,414	32,382
Cash assets at the end of the reporting period.....	24,735	17,776	22,660	24,647	26,414	32,382	47,357

- (a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.
- (b) The Authority, trading as Landgate, was formed on 1 January 2007. Landgate has assumed all functions and activities of the former Department of Land Information; accordingly the 2006-07 Actual includes the final six months operations of the Department.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual ^(a) \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate ^(b) \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	109,330	114,418	116,786	120,666	123,884	127,484	129,167
Less Capital User Charge.....	2,106	-	-	-	-	-	-
Adjusted Total Cost of Services	107,224	114,418	116,786	120,666	123,884	127,484	129,167
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ...	29,548	22,199	23,322	26,998	27,374	24,377	28,228
Less Appropriation Capital User Charge	2,106	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	27,442	22,199	23,322	26,998	27,374	24,377	28,228

(a) The Authority, trading as Landgate, was formed on 1 January 2007. Landgate has assumed all functions and activities of the former Department of Land Information; accordingly the 2006-07 Actual includes the final six months operations of the Department.

(b) The 2008-09 Budget Estimate differs from the amounts included in the published 2008-09 Statement of Corporate Intent due to minor adjustments made later in the budget process.

Part 9

Minister for Planning and Infrastructure

SUMMARY OF PORTFOLIO APPROPRIATIONS

Page	Agency	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
691	Planning and Infrastructure			
	– Delivery of Services.....	169,638	169,624	189,038
	– Administered Grants, Subsidies and Other Transfer Payments	400	400	437
	– Capital Contribution.....	42,727	33,658	28,826
	Total	212,765	203,682	218,301
720	Commissioner of Main Roads			
	– Delivery of Services.....	487,609	455,070	498,363
	– Capital Contribution.....	406,162	480,137	451,885
	Total	893,771	935,207	950,248
746	Public Transport Authority of Western Australia			
	– Delivery of Services.....	573,209	604,559	633,541
	– Capital Contribution.....	74,647	124,944	56,677
	Total	647,856	729,503	690,218
764	Armadale Redevelopment Authority	-	-	-
766	East Perth Redevelopment Authority	-	-	-
767	Midland Redevelopment Authority	-	-	-
768	Subiaco Redevelopment Authority	-	-	-
769	Albany Port Authority	-	-	-
770	Broome Port Authority	-	-	-
771	Bunbury Port Authority	-	-	-
772	Dampier Port Authority	-	-	-

Part 9

Minister for Planning and Infrastructure

SUMMARY OF PORTFOLIO APPROPRIATIONS

Page	Agency	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
773	Esperance Port Authority	-	-	-
774	Fremantle Port Authority	-	-	-
777	Geraldton Port Authority	-	-	-
778	Port Hedland Port Authority	-	-	-
779	Western Australian Land Authority	-	-	-
781	Eastern Goldfields Transport Board	-	-	-
782	Western Australian Planning Commission			
	– Delivery of Services.....	81,462	81,362	89,163
	– Capital Contribution.....	5,400	5,400	5,400
	Total	86,862	86,762	94,563
GRAND TOTAL				
	– Delivery of Services.....	1,311,918	1,310,615	1,410,105
	– Administered Grants, Subsidies and Other Transfer Payments	400	400	437
	– Capital Contribution.....	528,936	644,139	542,788
	Total.....	1,841,254	1,955,154	1,953,330

PLANNING AND INFRASTRUCTURE

PART 9 - MINISTER FOR PLANNING AND INFRASTRUCTURE

DIVISION 43

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 80 Net amount appropriated to deliver services ^(a)	162,006	169,239	169,036	188,615	186,156	176,494	174,364
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 ^(b)	390	399	588	423	444	465	487
Total appropriations provided to deliver services	162,396	169,638	169,624	189,038	186,600	176,959	174,851
ADMINISTERED TRANSACTIONS							
Amount provided for Administered Grants, Subsidies and Other Transfer Payments...	-	-	-	-	-	-	12,701
Item 81 Western Australian Coastal Shipping Commission	4,190	400	400	437	329	329	329
CAPITAL							
Item 157 Capital Contribution	8,178	42,727	33,658	28,826	22,572	24,561	14,930
GRAND TOTAL	174,764	212,765	203,682	218,301	209,501	201,849	202,811

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

Enriching the quality of life for all Western Australians by connecting and delivering economic and social networks.

SIGNIFICANT ISSUES AND TRENDS

- Western Australia's population growth and recent high levels of net migration are impacting heavily on the planning for and delivery of government services, with the impact being felt most significantly in the metropolitan and regional coastal areas of the State.
- While the market for land and housing has fallen over the past year, strong population growth has continued. This, combined with low rental vacancy rates, means demand for dwellings is likely to increase over the coming years in both the construction and established markets. This highlights the importance of planning for growth and the integration of land use and transport infrastructure, as well ensuring the capacity to deal with a high level of demand for statutory approvals.
- A balanced mix of high quality infill and greenfield development needs to be encouraged to deliver a greater diversity of choices offering affordable living in areas where people want to live, close to transport, employment and services. Greenfield development is being undertaken in line with Network City principles promoting transport affordability.
- Climate change impacts are now a renewed focus of activity of the new Commonwealth Government through the Council of Australian Governments (COAG). Coordination and integration of water management planning in the land use planning system will continue to be a high priority.

- The *Contaminated Sites Act 2003* (Act) requires an owner of land to submit a program to the Department of Environment and Conservation (DEC), for identification and reporting of sites suspected or known to be contaminated. The Department's State Land Services (SLS) has been working in liaison with DEC toward an acceptable methodology for identifying sites that might be contaminated. The SLS has to-date listed in the order of 10,000 potentially contaminated sites and is now required under the Act to determine whether there are obvious signs of contamination. The Department will need to employ qualified contractors to perform such inspections, to ensure they are done in a systematic way and within a reasonable timeframe to meet the requirements of the Act.
- Over the last decade there has been a 17 per cent population increase in the South West. Among other factors, this reflects an increase in the number of people seeking a change in lifestyle or, in the case of people working on mining developments in the hinterland, to make a home in places like Bunbury.
- In the north of the State, the demand for land planning is being driven by the resources boom which is placing unprecedented demand on infrastructure, services, developable land and housing stocks. The Kimberley population growth rate is expected to outstrip the general state growth rate at nearly 3 per cent per year. The Mid West is also experiencing increased demand through mining related developments.
- The scale and rate of current and anticipated expansion of capacity in the Western Australian resource industries requires urgent progress from the Department on planning for key new multi-user infrastructure, particularly in the Pilbara, Kimberley and the Mid West, including:
 - planning for a new port in the Pilbara;
 - a Mid West Infrastructure Analysis Report and the Oakajee-Narngulu Infrastructure Corridor Study;
 - a pre-feasibility study of sites for supply base facilities in the Kimberley region for the oil and gas industry; and
 - facilitating the completion and operation of The Pilbara Infrastructure Pty Ltd's (TPI) rail and port project in the Pilbara.
- The bulk of the State's natural resources is located in regional areas and industry requires highly complex infrastructure delivery in natural environments that are often fragile and sometimes invested with particular significance for Indigenous people.
- In freight logistics the emphasis is now on the total demand-supply chain between producer and consumer rather than the individual linkages. Public and private sectors need to work cooperatively to develop solutions to freight logistics issues, taking into account economic, social and environmental considerations.
- The amount of freight to be transported is expected to increase at about 3.5 per cent per annum resulting in a doubling of freight over the next 20 years. Rail will need to play an increased role to minimise the impact on the community and existing infrastructure. The Government needs to play an active role in ensuring the growth and sustainability of the rail freight network.
- The existing state-based rail safety legislation is to be replaced with a single National rail safety regime to improve safety and, importantly, to provide efficiency and provide industry harmonisation between track and rolling stock operators that operate in more than one State or Territory, thus providing a more level playing field for rail in comparison with the road freight industry.
- The Australian Transport Council and its related bodies, particularly the National Transport Commission and the Commonwealth Government's AusLink initiatives, have significant strategic implications for Western Australia. This includes a recent decision by the COAG to include urban congestion as a major national transport reform area.
- Western Australia's intrastate air service policies must achieve a balance between promoting sustainable competition and ensuring that services to regional and remote communities are maintained.
- There are a number of trends and issues relating to the management of pastoral land including a shift to multiple land use, the move to purchase pastoral leases for non-pastoral purposes such as for private conservation interests and as lifestyle blocks, and issues with pastoral leases, such as inappropriate form of land tenure and non-compliance with lease conditions.

- Increases in fuel prices have highlighted the importance of integrating transport and land use planning. The Transit Oriented Development program requires a greater degree of land use and transport integration in future planning processes to limit car dependence. Equally important is planning for the distribution of employment in the future and planning for future job growth to be located so as to reduce the journey to work time and support the development of integrated local communities.
- Taxi industry, performance remains a challenge, with service falling significantly below the levels taxi customers are entitled to expect. While Government reforms have seen the cost structure of the industry reduced to significantly less than in other Australian capital cities, and have seen significantly more taxis on the road, the tight labour market is making it difficult to achieve sufficiently strong service levels. This remains a particular challenge for services in peak periods, in the outer suburbs and with Multi-Purpose Taxi services for the disabled.
- Increased international terrorism activities has resulted in more robust citizen identity management and the issue of identification documentation. The driver's licence, as one of the key identity documents in use in Australia, will undergo improved enrolment and proof of identity procedures to address identify fraud.
- Population growth, with more people seeking occupational licences, and an ageing population, are contributing to an increase in demand for licence holders requiring medical assessments on their fitness to hold a driver's licence.
- There is a growing national agenda for greater harmonisation of motor driver licensing and motor vehicle registration across Australia. The management issue is identifying options that will work for both customers and agencies across Australia.
- Customers and stakeholders are rapidly improving their technological skills and expect to access the information they want quickly and easily. From statutory approvals, land asset management through to licensing services, e-solutions must be sought to meet customers' and stakeholders' information and service needs.
- There is growing congestion on our navigable waterways as people pursue maritime centred leisure activities in the metropolitan area as well as in regional centres. A sustained 3 to 4 per cent growth in private vessel registration reflects this trend. The issue is how to regulate in a way to ensure that interactions between all vessels, whether recreational or commercial are managed safely.
- There is clearly a need to provide more space for mooring, storing and launching of recreational vessels, particularly in the metropolitan area.
- The marine technology trend is advancing rapidly in a range of areas including new vessel construction materials, navigation aids, training and safety equipment and the nature and types of aquatic recreation. To meet the challenge of this evolving environment, it is vital to have an appropriate legislative framework that enables effective safety management and equitable access for the maritime community.
- Increased maritime activity in the North West of the State is continuing to stretch maritime safety compliance capacity. This is compounded by future port development proposals and the projected increase in shipping traffic related to ore exports. The other trend is the increase in demand for vessel moorings in protected harbours.
- More intelligent information for decision-making is coming from geographic data such as oceanographic, bathymetric, cartographic and Geographic Information Systems. This also supports the development of important coastal protection strategies and site planning for future boating infrastructure facilities along the Western Australian coastline.
- More planning and evaluation is going into the Department's technical assistance to the Shire of Busselton, the Port Geographe Marina developer and other State government agencies to solve seaweed and sand issues at the entrance to the Port Geographe Marina.

MAJOR POLICY DECISIONS

Details of major policy decisions impacting on the Department's Income Statement since publication of the 2007-08 Budget to Parliament on 10 May 2007 are outlined below.

	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Feasibility Assessment of Outer Harbour at Port Hedland	300	-	-	-
General Industrial Land Planning Strategy	500	-	-	-

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Transport System Planning and Regulation	91,257	98,721	101,824	102,471			
<i>Service 2:</i>							
Motor Vehicle Registration and Driver Licensing Services	91,143	110,523	103,947	126,521			
<i>Service 3:</i>							
Land Accessibility Planning, Tenure and Policy Development	47,528	51,780	55,957	55,969			
<i>Service 4:</i>							
Integrated Land and Transport Policy Development	47,691	42,679	53,828	54,274			
Total Cost of Services ^(a)	277,619	303,703	315,556	339,235	329,388	323,550	330,238
<i>Less Income</i>	<i>115,281</i>	<i>122,359</i>	<i>126,742</i>	<i>146,594</i>	<i>144,510</i>	<i>148,155</i>	<i>153,324</i>
Net Cost of Services ^(a)	162,338	181,344	188,814	192,641	184,878	175,395	176,914
Adjustments ^(b)	58	(11,706)	(19,190)	(3,603)	1,722	1,564	(2,063)
Appropriation Provided to Deliver Services ^(a)	162,396	169,638	169,624	189,038	186,600	176,959	174,851
ADMINISTERED TRANSACTIONS							
Appropriation for Administered Grants, Subsidies and Transfer Payments	4,190	400	400	437	329	329	13,030
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	8,178	42,727	33,658	28,826	22,572	24,561	14,930
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS	174,764	212,765	203,682	218,301	209,501	201,849	202,811

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(c) Supporting details are disclosed in the Capital Contribution Statement.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goals.

Government Goals	Desired Outcomes	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	An accessible and safe transport system.	1. Transport System Planning and Regulation
	Road users that meet established vehicle standards and driver competencies.	2. Motor Vehicle Registration and Driver Licensing Services
Creating conditions that foster a strong economy delivering more jobs, opportunities and greater wealth for all Western Australians.	Accessibility to serviced land and infrastructure.	3. Land Accessibility Planning, Tenure and Policy Development
	Integration of land and transport systems that facilitates economic development.	4. Integrated Land and Transport Policy Development

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: An accessible and safe transport system.					
Number of public transport journeys per capita per year.....	46.7	48	48	49	
People in the Metropolitan Region that live within ten minutes of a major public transport route:					
- within a ten minute walk to a bus stop	89%	91%	91%	91%	
- within a ten minute ride to a railway station	29%	33%	33%	34%	
- within a ten minute car travel to a railway station	62%	68%	68%	74%	
Sample audited Taxi User Subsidy Scheme (TUSS) applications rejected contrary to the entitlement guidelines	2.5%	0%	2.88%	0%	
Registered recreational vessels involved in an incident (accident) on the water.....	0.1%	0%	0.1%	0.1%	
Commercial vessels surveyed under the <i>Western Australian Marine Act 1982</i> involved in an incident (accident) on the water.....	5.4%	0%	4.6%	4.0%	Whilst the Department pursues a '0' target in the long-term, new targets are based on what can realistically be achieved in the next year with available resources.

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Number of serious rail accidents per million train kilometres	3.36	0	3.78	4	Whilst the Department pursues a '0' target in the long-term, new targets are based on what can realistically be achieved in the next year with available resources.
Outcome: Road users that meet established vehicle standards and driver competencies.					
Vehicle examinations completed in accordance with the Australian Design Rules assessed by independent audit	84%	100%	75%	100%	Inadequate record management procedures for locating source data scheduled for improvement in 2008-09.
Driver licences issued that comply with the Graduated Driver Training and Licensing system assessed by independent audit	86%	100%	78%	100%	Inadequate record management procedures for locating source data scheduled for improvement in 2008-09.
Outcome: Accessibility to serviced land and infrastructure.					
Number of lots given preliminary and final approval:					
- residential ^(a)	50,445	53,000	54,600	50,000 - 55,000	
- non-residential ^(a)	7,444	7,200	6,500	6,000 - 7,000	
Median land price as a percentage of median residential property sales price	58.6%	58.0%	58.6%	55%	
Relative affordability of property and land prices	Second highest quintile	Second highest quintile	Third highest quintile	Third highest quintile	
Average lot size in the Perth metropolitan region	532m ²	565m ²	518m ²	518m ²	
Avoided land consumption costs	\$115 million	\$138 million	\$140 million	\$142 million	
Determination appeals that are unsuccessful ^(a)	99.8%	99%	99%	99%	
Outcome: Integration of land and transport 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	77.0%	79.0%	77.0%	77.0%	
- less than R20 : 1 km	87.2%	88.0%	87.2%	88.0%	
- R20 : 400 metres	89.6%	90.0%	89.6%	90.0%	
- R20 : 1 km	97.4%	98.0%	97.4%	97.0%	
- greater than R20 : 400 metres	95.9%	96.0%	95.9%	96.0%	
- greater than R20 : 1km	99.2%	99.0%	99.2%	99.0%	
Freight via rail to and from Fremantle Port ^(a) ..	8.3%	15.0%	14.0%	15.0%	

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Area of commercial and industrial land per capita per corridor:					
- Eastern Sector - commercial per capita ^(a) ...	12.6m ²	12.4m ²	12.4m ²	12.4m ²	
- Eastern Sector - industrial per capita ^(a)	82.4m ²	82.1m ²	82.1m ²	82.1m ²	
- Inner Sector - commercial per capita ^(a)	34.5m ²	33.1m ²	33.1m ²	33.1m ²	
- Inner Sector - industrial per capita ^(a)	14.2m ²	14.9m ²	14.9m ²	14.9m ²	
- Middle Sector - commercial per capita ^(a) ...	22m ²	22.1m ²	22.1m ²	22.1m ²	
- Middle Sector - industrial per capita ^(a)	61.7m ²	61.7m ²	61.7m ²	61.7m ²	
- North West Sector - commercial per capita ^(a)	45.5m ²	45.5m ²	45.5m ²	45.5m ²	
- North West Sector - industrial per capita ^(a)	68m ²	68.0m ²	68.0m ²	68.0m ²	
- South East Sector - commercial per capita ^(a)	14.9m ²	15.0m ²	15.0m ²	15.0m ²	
- South East Sector - industrial per capita ^(a)	63.8m ²	63.8m ²	63.8m ²	63.8m ²	
- South West Sector - commercial per capita ^(a)	25.5m ²	25.5m ²	25.5m ²	25.5m ²	
- South West Sector - industrial per capita ^(a)	185m ²	185.0m ²	185.0m ²	185.0m ²	
- Perth metropolitan region – commercial per capita ^(a)	26.7m ²	26.5m ²	26.5m ²	26.5m ²	
- Perth metropolitan region – industrial per capita ^(a)	74m ²	74.1m ²	74.1m ²	74.1m ²	

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Transport System Planning and Regulation

Transport system planning and regulation is designed to improve accessibility and safety of the transport system for all Western Australians. This service contributes to the Government's Framework for Strategic Management goal, 'Lifestyle and the Environment' through:

- Transport Planning:
 - integration between and within transport modes;
 - managing heavy vehicle freight movement to major industrial and intermodal sites;
 - increasing accessibility to a reasonable level of transport services for all individuals, businesses and communities; and
 - encouraging sustainable choices through programs such as TravelSmart and cycling promotions.
- Transport Regulation:
 - provision and management of infrastructure, including small craft facilities and marine navigation aids, to maintain safe and accessible transport operations;
 - setting competencies/standards and monitoring compliance for operators, vehicles and vessels in the taxi, omnibus and maritime industries;
 - developing policies, standards and guidelines for rail safety regulation, accrediting rail owners and rail operators in accordance with relevant standards, and ensuring rail owners and operators comply with the terms of their accreditation;
 - developing and implementing policies and strategies to facilitate safe navigation and safe use of the waters of the State;
 - maintaining effective contingency response strategies and mechanisms to combat marine transport emergencies and marine environmental pollution incidents;
 - safe jetties through licensing;
 - marine and transport related data collection, analysis and dissemination; and
 - provision of cartographic information services.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	91,257	98,721	101,824	102,471	
<i>Less Income</i>	35,823	33,732	36,101	41,999	
Net Cost of Service ^(a)	55,434	64,989	65,723	60,472	
Adjustments ^(b)	10,059	(2,502)	(2,906)	2,807	
Appropriation for Delivery of Service ^(a)	65,493	62,487	62,817	63,279	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Cost per registered vessel of maritime disaster response.....	\$51.10	\$37.53	\$42.98	\$44.04	Increase in the number of vessels due to the upturn in recreational boating activities.
Average survey cost per commercial vessel....	\$1,942	\$1,716	\$2,138	\$2,479	
Average cost per private recreational vessel registration	\$52.34	\$55.11	\$56.90	\$49.82	
Average cost per household contacted under TravelSmart scheme.....	\$82.19	\$86.64	\$89.16	\$97.95	
Average administrative cost per Taxi User Subsidy processed.....	\$1.11	\$1.14	\$1.37	\$1.01	
Average cost per vessel accommodated	\$33,206	\$18,564	\$22,078	\$20,137	
Cycling grant administration cost as a percentage of the total value of grants	20.04%	21.94%	18.14%	16.97%	
Average tonnage per North West shipping trip	1,838	3,571	2,669	3,050	
Full Time Equivalents (FTEs)	260	212	241	220	

Joint Achievements with the Western Australian Planning Commission

- Completed the Mid West Infrastructure Analysis Report and the Oakajee-Narngulu Infrastructure Corridor Study to identify the infrastructure requirements to meet the expected increase in iron ore exports from the region, and issued a Request for Proposal to determine a preferred infrastructure provider for building the port at Oakajee.

Major Achievements For 2007-08

- Progressed planning for a new port in the Pilbara, with a shift of focus to investigating a new multi-user outer harbour at Port Hedland rather than a new port at Ronsard Island.
- Facilitated the completion and operation of The Pilbara Infrastructure Pty Ltd's (TPI) rail and port project in the Pilbara under the TPI State Agreement, including resolution of issues relating to land access and transport infrastructure.
- Completed a pre-feasibility study of five potential sites for supply base facilities in the Kimberley region for the oil and gas industry, with Port Torment selected, and commenced an investigation into the capacity of Broome Port to handle Browse Basin activity.
- Completed the identification, development and documentation of rail and intermodal proposals to address the transport infrastructure deficiencies and priorities for the Perth-Adelaide, Perth-Darwin, Perth-Bunbury and Perth Urban AusLink transport corridors.

- Completed the review of the Western Australian grain freight network which has recommended a package to maintain and enhance the grain rail and road network to meet predicted needs of the industry for the next 25 years.
- Since the Minister approved the introduction of taxi plates being leased directly to drivers in 2003, of a total fleet of 1,914 plates, 870 leased taxi plates have been issued comprising:
 - 498 conventional plates (185 in January 2008);
 - 227 peak period plates (100 in November 2007);
 - 79 MPT plates; and
 - 16 restricted area plates.
- In response to an inadequate supply of taxi drivers to service demand, the Government has provided a number of incentives to assist and encourage drivers to enter the taxi industry including generous training subsidies, cadetships for people wishing to drive multi-purpose taxis, grants to assist with vehicle modifications and reduced start-up lease rates have been provided to address the inadequate level of service expected by the public.
- Operating hours for Peak Period Taxis have been extended to between 5am and 9am on weekdays, in addition to their weekend peak period entitlements, for a trial period of 12 months from 23 January 2008. Initial results are encouraging and the trial's effectiveness is to be reviewed in terms of the reduction in the number of jobs not covered.
- Completed drafting instructions for a new *Country Taxi Act*. Drafting has commenced and it is expected that the new Bill will be ready to be introduced into Parliament in the autumn session.
- Lifting fees for Country Multi-Purpose Taxis were introduced on 1 February 2008 to match benefits for drivers transporting passengers in wheelchairs to those available in the Metropolitan area.
- Grants and reduced plate-lease rates have been allocated for 15 full-time 'green' taxis which meet the fuel efficiency and emission standards of petrol-electric hybrid cars, with eight already operating.
- Developed guidelines to provide consistency in assessing submissions, delineating responsibility between the Department and the Public Transport Authority for policy advice and operations to passenger services, clarifying processes and lines of communications.
- A two year roll-out has been completed of the regulations requiring people in charge of a recreational vessel with a motor of more than 4.5kW (6HP) to hold an Recreational Skipper's Ticket from 1 April 2008, by which date more than 87,500 tickets had been issued or were in the process of being issued; there are about 87,000 registered recreational vessels in Western Australia.
- Different legislative approaches have been identified as drafting options to improve marine safety by restricting the operation of a vessel whilst the operator is under the influence of alcohol. Other government agencies are advising the Department on the merits or otherwise of each option.
- Identified and located all private moorings in the South West to assist in assessing related navigation and environmental problems. The Mangles Bay Mooring Control Area has been proclaimed and a temporary moratorium on additional moorings announced by the Minister.
- The Coral Bay Boating Facility Stage One was completed and commenced operation. This will reduce the hazardous interaction between small craft and swimmers in South Bill's Bay and return this area of the bay to pristine condition.
- Completed the construction of the Bundegi boat ramp. Refurbishment of the Tantabiddi ramp is being designed but will not be considered for reconstruction until the Bundegi construction is finalised and funds secured.
- A masterplan for the Woodman Point recreational boating precinct has been completed and Stage One works are scheduled for mid 2008. Stages Two and beyond are being jointly planned with the Australian Marine Complex, Landcorp and the Department of Industry and Resources.
- The planning work for the Albany waterfront boat harbour is underway and nearing completion and involves Landcorp and the affected stakeholders. The Department will be marina manager on completion of works anticipated for 2009.

- Substantial improvements were made to the public facilities at Hillarys Boat Harbour. Major refurbishing of the boat ramp toilets and beach toilets were completed in December 2007, and a new penholders ablution block near KL jetties was completed in February 2008. Major landscaping of the public areas has lifted the general ambience and provided new shelter and barbecue areas.
- Landscaping in the eastern entry and northern beach of the Hillarys Boat Precinct, including a public art component was completed. The next stage of landscaping will take place during the low season for visitor numbers in winter/spring of 2008.
- Considerable research, community engagement and document preparation was undertaken for a structure plan for the Fremantle Fishing Boat Harbour. A recommended Fremantle Harbours Policy option will be finalised in 2008-09.
- Normal operations status have resumed at the Bandy Creek harbour (Esperance) with flood damage repairs for the facility nearing completion. Initial dredging through the entrance was completed in January 2008 and the balance of dredging requirement has commenced. Preliminary weir designs are complete and final designs are expected to be available late in 2007-08.
- Drafting instructions have been completed for a National standard for commercial vessels by the Department and sent to Parliamentary Counsel. There has been consultation with the Commercial Passenger Vessel Advisory Council and the Ministerial Fishing Industry Advisory Committee.

Major Initiatives For 2008-09

- Modify legislation to transfer responsibility of heavy vehicle driver fatigue from occupational safety and health to road traffic legislation to ensure equivalence with nationally agreed reforms, but retaining the State's mandatory system of accreditation.
- Commence operation of the *Owner-Drivers (Contracts and Disputes) Act 2007*, including a state-wide education/awareness campaign and establishment of the Road Freight Transport Industry Tribunal, with powers to conciliate and arbitrate, and the Road Freight Transport Industry Council, to assist in development of the regulations, code of conduct and guideline rates.
- Replace existing state-based rail safety legislation with legislation based on a nationally agreed model Rail Safety Act, including regulations, guidelines, standards and codes. This will improve safety and efficiency, and provide industry harmonisation between track and rolling stock operators, particularly for those that operate in more than one State or Territory.
- Bring more taxi drivers into the industry to complement the significant release of additional taxi plates. This will include media campaigns in the Eastern States and other initiatives, including making it more attractive for students to become taxi drivers.
- Demand at the Fremantle Fishing Boat Harbour for boat pens is outstripping supply. Design work and tender documentation for additional pens at Fremantle were completed. An innovative pen pre-payment option has been introduced to finance construction of additional boat pens in late 2008. This will involve a public ballot, run by the Western Australian Electoral Commission, available to both the recreational and commercial sectors.
- Develop a Working on Water Certificate aimed at providing a useful employment qualification for people who are operating as vessel masters on commercial vessels less than eight metres and undertaking in low-level marine activities.
- Implement a practical and equitable Recreational Skipper's Ticket training package for remote Indigenous communities. There will be immediate marine safety benefits leading to career opportunities.
- Increase presence and service capacity in Regional Western Australia by an additional five positions to meet increased demand for the Department's services, particularly in relation to marine safety, coastal facilities, driver licensing and taxi services.

Service 2: Motor Vehicle Registration and Driver Licensing Services

The *Road Traffic Act 1974* confers on the Department responsibility for licensing the State's drivers and registering vehicles. Drivers must demonstrate that they are competent to drive a vehicle by passing theoretical and practical tests and completing an incident free probationary period. Vehicles must be registered before they may lawfully be used on the road. Registration is conferred only where a vehicle is roadworthy.

This service contributes to the Government's Framework for Strategic Management goal, 'Lifestyle and the Environment':

- 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 within government policies for the issue of a licence to drive on roads;
- assessing driver competency, issuing and renewing driver licences in accordance with national and State Government requirements and driver competency standards;
- 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 for vehicle and driver licensing on behalf of other government agencies; and
- informing and educating road users about driver licensing, vehicle registration and related requirements.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	91,143	110,523	103,947	126,521	Additional resources to maintain and enhance customer service delivery and implement safety initiatives.
<i>Less Income</i>	46,770	52,891	54,872	64,409	
Net Cost of Service ^(a)	44,373	57,632	49,075	62,112	
Adjustments ^(b)	6,501	(3,441)	(5,617)	(350)	
Appropriation for Delivery of Service ^(a)	50,874	54,191	43,458	61,762	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per vehicle and driver transaction	\$15.42	\$17.77	\$16.19	\$19.37	Additional resources to maintain and enhance customer service delivery and implement safety initiatives.
Average cost per vehicle inspection	\$48.23	\$51.08	\$49.34	\$51.13	
Average cost per driver assessment	\$51.32	\$58.96	\$52.89	\$63.59	Additional resources to maintain and enhance customer service delivery and implement safety initiatives.
Driver licence cards issued within 21 days of completed application	99%	100%	99%	99%	
Vehicle registrations issued within seven days of completed applications and payment of appropriate fees	100%	100%	100%	100%	
Full Time Equivalents (FTEs)	669	748	731	788	

Major Achievements For 2007-08

- In the first year of the Government's four year \$73.8 million funding initiative to modernise the Licensing Business Unit, the Department has:
 - implemented Internet and phone pay services for the renewal of motor driver's licences;
 - commenced the delivery of practical driver assessments in regional areas in response to the transfer of function from the Western Australia Police;
 - reduced customer wait times for vehicle examinations, practical driving assessments and general service requirements through:
 - improved resourcing of customer service delivery;
 - introduced booking systems at three metropolitan vehicle examination centres;
 - implemented a Mobile Vehicle Examination Service to examine non standard new vehicles;
 - expanded the Authorised Inspection Station regime to enable dealers to certify the roadworthiness and identity details of vehicles that are less than three years old and have travelled less than 60,000kms;
 - inspected aftermarket fitment of pre-approved fabricated bodies;
 - inspected new caravans and trailers constructed to pre-approved prototypes; and
 - opened new licensing centres in Midland and Rockingham.
- An extensive work program has been completed to facilitate introduction of the National Driver Licensing Scheme including the transfer of the Demerit Point Suspension function from the Western Australia Police to the Department. This has included ongoing Transport Registration Executive Licensing Information System (TRELIS) improvements and the development of a communications strategy, staff training packages and Business Rules to meet the new legislative requirements. However, delays in the drafting of the regulations necessary to enable proclamation of the *Road Traffic Amendment Act 2006* have resulted in the implementation being deferred.
- Completed reviews of the Bills introduced into the Legislative Assembly in November 2007 to restructure Western Australia's current road traffic legislation and implemented the policy outcomes contained in the national Compliance and Enforcement Bill as follows:
 - Road Traffic (Administration) Bill 2007;
 - Road Traffic (Authorisation to Drive) Bill 2007;
 - Road Traffic (Vehicles) Bill 2007;
 - Road Traffic (Consequential Provisions) Bill 2007; and
 - Road Traffic (Vehicles) (Taxing) Bill 2007.

Major Initiatives For 2008-09

- Continue implementation of key projects to modernise the Licensing Business Unit (LBU) and improve customer service. These will include e-business solutions, knowledge portal, facilities improvements, telecommunications upgrades, significant staff training and development catch up, refreshed and expanded third party provider arrangements, commercial evaluation of TRELIS information for sale, commercial scale number plate sales arrangement, scoping of the web solution for customers, remote community licensing, relocation to new facility after closure of the East Perth Licensing Centre.
- Implement nationally agreed identity standards for motor driver licences applicants.
- Implement strategies to allow Indigenous people living in the Ngaanyatjarra Lands (Goldfields-Esperance Region) to obtain drivers licences, which will reduce the high incidence of unlicensed drivers and improve road safety outcomes. This initiative is funded by the Insurance Commission of Western Australia and supported by the Office of Road Safety.

Service 3: Land Accessibility Planning, Tenure and Policy Development

This service contributes to the Government's Framework for Strategic Management goal, 'Jobs and Economic Development':

- ensuring that sufficient land is available for purchase for both residential and commercial, industrial/employment purposes;
- controlling lot sizes and therefore the cost 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 Western Australian Planning Commission 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;
 - major land redevelopment projects;
 - the disposal of surplus properties;
 - the management of rental properties;
 - other special planning projects undertaken within the Perth metropolitan area; and
 - administration of Crown land tenure, pastoral leases and Native Title.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	47,528	51,780	55,957	55,969	
Less Income	18,369	19,850	21,746	22,111	
Net Cost of Service ^(a)	29,159	31,930	34,211	33,858	
Adjustments ^(b)	(2,919)	(4,762)	(6,807)	(4,178)	
Appropriation for Delivery of Service ^(a)	26,240	27,168	27,404	29,680	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Cost per subdivision and development application processed	\$1,855	\$2,458	\$2,702	\$2,667	The higher cost in 2007-08 reflects the use of consultants against internal staffing resources due to the competitive labour market.
Average cost per policy and planning hour	\$63.14	\$54.66	\$76.63	\$85.69	
Statutory planning applications processed within statutory timeframes	68%	80%	65%	80%	There was a substantial number of applications received in June 2007, which is expected to be cleared by June 2008.
Town Planning Scheme amendments (for final approval) processed within non-statutory timeframes	54%	80%	50%	80%	
Deposited and Strata Plans endorsed within non-statutory timeframes	92%	80%	99%	90%	Difficulty in maintaining staffing levels due to the competitive labour market.
Cost per Crown Land action	\$3,366	\$2,841	\$3,564	\$3,408	
Full Time Equivalents (FTEs)	441	460	456	440	

(a) More details of effectiveness indicators are provided in the annual report.

Major Achievements For 2007-08

- Stimulated land supply and addressed affordability through the implementation of key recommendations of the Urban Land Release Coordinator's Report and other improvements, working collaboratively with public and private sector stakeholders to develop better demand forecasting and land supply monitoring systems and data; reviewing policies to encourage more medium and high density housing; and progressing growth and infrastructure planning in major metropolitan growth corridors and the Peel region.
- Initiated work on an electronic Land Development Process (eLDP) system that will provide facilities for developers to lodge applications for approvals online and link agencies and Local Government to replace current inefficient paper-based processes. A tender for application design and development and related project management services has been developed and evaluated.
- The Housing Industry Forecasting Group was established this year, with industry and cross-government membership to advise the Ministerial Council on Land Supply and Housing on housing and land supply issues. Twice yearly public reports will be released to inform government and the industry on trends and provide projections for the residential land and building sectors.
- Prepared draft policy mechanisms to create an improved system of planning for the tourism industry in Western Australia, including a state planning policy, Land Use Planning for Tourism, and a draft planning bulletin, Guidelines for the Preparation of Tourism Components of Local Planning Strategies.
- Continued master planning for key tourism nodes, negotiations with pastoral leaseholders regarding public access and negotiations over exclusion areas in relation to key coastal land assets on the Ningaloo Coast.
- Identified key coastal areas vulnerable to climate change, and developed a case study for the Pilbara coast to determine the vulnerability of Western Australia's oil and gas infrastructure to sea level rises, as part of the initial national assessment. Also, in partnership with the Department of Water, developed a contract for remote sensing mapping of the Swan Coastal Plain (from Yanchep to Cape Naturaliste to 0.15m resolution) and led the complementary near-shore bathymetry remote sensing mapping of the same region to enable coastal vulnerability modelling of this growth region.

Joint Achievements with the Western Australian Planning Commission

- Appointed corridor planners to work exclusively towards expediting major approvals for land release in growth corridors in the Perth metropolitan and Peel regions to assist with the provision of dwellings to provide sufficient and affordable accommodation.
- Completed a review of Residential Design Codes (R-Codes) and produced a revised version addressing various anomalies to assist planners, architects, Local Governments and other users in applying the codes. The new Codes were gazetted in April 2008.

Major Initiatives For 2008-09

- The Rangelands Council will coordinate sustainable resource use and management of Western Australia's rangelands by developing and overseeing a broad contemporary land management framework for the rangelands, incorporating conservation, Indigenous, pastoral, mining, tourism and other current and potential uses of the rangelands.
- Prepare a Gnamptarra Sustainability Strategy that is an inter-agency management strategy for the sustainable use of the Gnamptarra Mound land and water resources.
- Complete a Perth Employment Survey that will collect information on land zoned for Commercial, Industrial and Public Purpose uses to inform land use and transport planning policy development.
- Continue development of an eLDP system to provide facilities for developers to lodge applications for approvals online and link agencies and Local Government to replace current inefficient paper-based processes.

Joint Initiatives with the Western Australian Planning Commission

- Review the *Planning and Development Act 2005* to clarify amendments and regulations to bring certain provisions into effect and to further streamline the subsidiary legislation.
- Review the Model Scheme Text that provides standard provisions to be incorporated into local planning schemes.
- Commence a project to develop alternative multi-residential and mixed use built form codes to replace the R-Codes, which contain criteria to encourage:
 - good residential amenity;
 - cost-effective design elements;
 - technologies promoting energy and water efficiency;
 - better integration of residential and commercial uses;
 - adaptable housing requirements to reflect the need to plan for changing household types; and
 - more affordable housing.
- Implement the Ningaloo Coast Regional Strategy 2004 focusing on the coordination of whole-of-government outcomes for the Ningaloo Coast, including the creation of the coastal reserve, resolution of native title issues and the ongoing planning for the proposed tourism nodes.

Service 4: Integrated Land and Transport Policy Development

By shaping the pattern of development and influencing the location, scale, density, design and mix of land uses, integrated land use and transport systems contributes to the Government's Framework for Strategic Management goal, 'Jobs and Economy Development' by:

- creating a more efficient urban form which reduces trip times, numbers and costs;
- improving freight access to key terminals, improving freight flows and increasing competitiveness through reduced costs;
- reducing the costs associated with road trauma by enhancing the accessibility and safety of public transport systems;
- providing for the efficient distribution of goods and services to business and the community;
- ensuring flexibility to meet the demands of a changing economy and market environments;
- maximising the use of existing infrastructure rather than incurring the costs of green fields infrastructure with its resulting impact on home affordability; and
- enabling commuter access to industrial centres and to the services and goods they require.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	47,691	42,679	53,828	54,274	
<i>Less Income</i>	14,319	15,886	14,023	18,075	
Net Cost of Service ^(a)	33,372	26,793	39,805	36,199	
Adjustments ^(b)	(13,583)	(1,001)	(3,860)	(1,882)	
Appropriation for Delivery of Service ^(a)	19,789	25,792	35,945	34,317	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per policy hour for integrated land and transport policy development.....	\$80.07	\$75.27	\$78.34	\$75.54	
Full Time Equivalents (FTEs)	280	272	318	300	

(a) More details of effectiveness indicators are provided in the annual report.

Major Achievements For 2007-08

- Completed a study identifying and assessing options to reduce greenhouse gas emissions from the transport sector in Western Australia, with the study findings being used in the development of a Transport Emissions Reduction Strategy, an initiative which forms part of the Premier's May 2007 Climate Change Action Statement.

Joint Achievements with the Western Australian Planning Commission

- Commenced implementation of the Greater Bunbury Region Scheme, including a review of the Greater Bunbury Structure Plan, which provides land for residential and industrial development in the region for the next 20 to 30 years, and finalising the Commercial Centres Strategy.

Network City

- Completed critical transport and employment analysis and developed centre and corridor description and hierarchy to inform development of a new State Planning Policy on activity centres and corridors.
- Commenced the review of the Metropolitan Development Program to develop a more proactive planning tool for better coordination of land development with infrastructure provision. New program objectives and an expanded scope for the program have been determined and a pilot development staging and infrastructure plan for the southern sectors and Peel sub-regional planning framework has been established.
- Developed overarching revitalisation framework for key activity centres on the Perth-Midland activity corridor, and commenced the Ashfield Precinct Plan, the Maylands Activity Centre Structure Plan and Design Guidelines, and the Bassendean Town Centre Strategy Feasibility Study through the Local Government Planning Assistance Program 2007-08.
- Completed the drafting of a policy to guide the growth and design of Activity Centres and Corridors. The policy encourages growth in a wider range of employment and higher quality centres, in particular in outer metropolitan areas to provide more opportunity for local employment and reduce demands on inter-regional travel. Projects underway include Stirling Highway Activity Corridor Land Use and Transport Study, Canning Corridor Transport Study, review of the Stirling Regional Centre Structure Plan. A Design Review of the Town of Vincent Leederville Redevelopment Masterplan was also completed.
- Commenced preparation of new strategic bicycle plan linking current and future directions in land use planning, the Network City strategy, the Liveable Neighbourhoods Policy and Transit Oriented Development principles.
- Commenced development, in conjunction with Local Government, of dwelling targets for each Local Government area in the Perth metropolitan and Peel regions to encourage more diverse housing types and higher densities in close proximity to activity centres and public transport routes. Targets will be implemented via State and Local Government planning processes such as preparation of housing strategies, structure planning and linking to regional infrastructure planning. Completed employment targets under the draft Activity Centre and Corridor policy.
- Finalised the Murdoch Activity Centre Structure Plan (Part A), and progressed the study for the mixed-use Transit Oriented Development and the main street linking the railway station, Fiona Stanley Hospital and Murdoch University. Completed first stage of the plan for transport and parking, which is due for final completion in July 2008. This work will provide a framework for good accessibility, high quality urban design, private investment opportunities and sufficient infrastructure.
- Completed the Cockburn Coast draft district structure plan to guide future planning and urban development in the area.

- Completed the draft Peel Region Growth Strategy and policy framework, which is being developed to ensure an adequate urban land supply for the Peel region and provide a contemporary planning framework for urban growth, development of employment locations, staging of infrastructure and protection of the natural environment.
- Completed the Population Forecasts in the Northwest Corridor of Perth 2006-2021 report as an agreed basis upon which structure planning in the corridor can proceed.

Central Perth

- A strategic framework for central Perth development was identified with key themes to guide and coordinate future projects and maximise synergies and linkages in major projects within and surrounding the central Perth area. Key priorities include preparation of a Perth Foreshore Strategy and an Access Strategy for Central Perth.
- Commenced development of a policy and planning framework for the future development and enhancement of pedestrian, cyclist, public transport and vehicle access to the central Perth area.
- Completed research into the infrastructure and environmental conditions of the Burswood Peninsula, formulated initial concept plans as an interim step to a structure plan and established possible implementation frameworks for the project. This work is to identify and harness the opportunities available on the Peninsula and is being undertaken with the assistance of the Burswood Peninsula Working and Interagency Group.
- Completed preliminary planning, urban design and feasibility assessment, in conjunction with LandCorp and the City of Perth, for the redevelopment of Mounts Bay (the area generally from Barrack Square to the Narrows Interchange) as a vibrant new city waterfront, and released design concepts for public comment, with detailed statutory planning and design underway.

Regional Community

- Completed 16 community layout plans in 2007-08 and progressed a further 23 layout plans, assisting Indigenous people living in large, permanent and remote communities. Prepared the draft guideline 'Land Use Buffers for Aboriginal Communities in Western Australia that provides a strategic framework within which Government can consider infrastructure investment.
- Commenced preparation of the Dampier Peninsula Strategic Plan, including initial consultation with communities and family groups and the preparation of a discussion paper providing background information on the Dampier Peninsula and key issues.

Economic Infrastructure

- Completed a draft South West Regional Planning Framework and released it for public comment. The framework will establish a high level policy on the broader planning needs of the whole of the South West, focusing on matters of genuine regional need and importance.
- Commenced a review of State Planning Policy 2.4 - Basic Raw Materials, completed basic raw materials maps that extend from Lancelin to Busselton, drafting Basic Raw Materials: Applicant's Manual that will provide a step-by-step guide to the current approvals process for extractive industries in Western Australia to streamline and coordinate procedures for access to basic raw materials.
- Commenced preparation of an Industrial Land Strategy for the Perth metropolitan and Peel regions, a cross-government initiative between the Department, the Western Australian Planning Commission, LandCorp and the Department of Industry and Resources that will set the direction for the future provision of industrial land in the regions in the short, medium and long-term.
- Finalised the draft State Planning Policy for Development Contributions for Infrastructure and accompanying guidelines, which will provide a framework to assist in setting out an equitable system of charging development contributions through Development Contribution Plans under local planning schemes. This system will provide certainty to developers, infrastructure providers and the community about the charges and how the funds will be spent.

Major Initiatives For 2008-09

- Negotiate a Development Agreement with a Preferred Infrastructure Provider for the building of a port at Oakajee. Identify and reserve a rail corridor between Oakajee Port and the mines at Jack Hills and the Weld Range.

- Review and resolve the optimal governance structure for the Pilbara and Kimberley ports.
- Progress planning for a new port in the Pilbara, focusing on investigating a new multi-user outer harbour at Port Hedland. The Pilbara Ports Study concluded that a new port would be required within six to ten years to support the projected growth in the export of minerals, particularly iron ore, from the Pilbara region.
- Implement the Mandurah Central Business District (CBD) Revitalisation Strategy to maximise the benefits of infrastructure being delivered to the region and to improve transport movement.
- Implement the Wanneroo Town Centre Partnership including a structure plan for the Town Centre that will provide the foundation for a main street, new commercial opportunities, and the potential development of a choice of housing within walking distance of the revitalised Town Centre.

Joint Initiatives with the Western Australian Planning Commission

- Network City sets the strategic framework for managing the growth of the Perth and Peel regions over the next 30 years. Key priorities next year are:
 - complete the sub-regional growth strategies for the North West Corridor, South West/Peel Corridor and the Swan Urban Growth Corridor;
 - finalise and implement the Local Government Dwelling Targets to encourage greater choice in housing types and intensification of residential developments in appropriate areas;
 - complete the new State Planning Policy to guide the growth of employment (activity) centres;
 - complete the Government's demonstration project Maylands-Guildford Activity corridor and associated policies to guide the residential intensification of development around train stations; and
 - review the Urban Development Program so infrastructure priorities guide preferred locations and patterns of urban growth.
- Undertake planning reviews and investigations to determine road reservation and alignment options on existing and planned major transport routes.
- Coordinate the land use planning and infrastructure requirements for major precincts including Murdoch Activity Centre and Bentley Technology Precinct.

CAPITAL WORKS PROGRAM

The Department's planned capital works for 2008-09 is \$118.7 million comprising \$113.1 million in works in progress and \$5.6 million for new works.

Major metropolitan projects include:

Fremantle Fishing Boat Harbour - Jetty One Extension

Construction of an additional 67 pens at the Fremantle Fishing Boat Harbour. The construction of the pens will be funded through the pre-payment of five years pen fee. With such high demand for pens, the Department will run an expression of interest process with the Western Australian Electoral Commission conducting a public ballot in June 2008 to allocate the pens.

Licensing Business Unit (LBU) Reform

The LBU Project is a four year program that will simplify and modernise the delivery of licensing services. The Reform Program in its first year has made significant achievements and the funding in 2008-09 provides for the continuation of the upgrade to the TRELIS and telecommunications and modernisation of Licensing Centres.

Perry Lakes Redevelopment Project

The Perry Lakes Redevelopment project is for the redevelopment of the existing site for housing, and the construction of new facilities for basketball, athletics and rugby on the site referred to as AK Reserve. Construction has commenced for the athletics and basketball facilities with completion expected in March 2009 and August 2009 respectively. Planning and site preparation is progressing for the construction of the rugby facility and the redevelopment of the Perry Lakes site.

Major non-metropolitan projects include:

Albany Waterfront

LandCorp is delivering the Albany Waterfront project, which will extend the Albany CBD to the waterfront, create mixed use commercial and community waterfront, and provide a focal point for visitors and residents. The Department is responsible for the marina component of the project.

Coastal Infrastructure Program

The Coastal Infrastructure Program provides for the ongoing asset replacement for maritime facilities throughout the State. This will enable the Department to meet future recreational boating demands through the provision of recreational boating facilities within both the metropolitan and regional areas.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Coastal Infrastructure				
Albany Waterfront	12,800	5,400	3,400	7,400
Bremer Bay - Additional Groyne	400	60	59	340
Casuarina Harbour Pens Stage 1	376	26	-	350
Casuarina Boat Harbour - Service Jetty Extension	200	-	-	200
Fremantle Fishing Boat Harbour Jetty 1 Extension	3,679	177	176	3,502
Geraldton Batavia Coast Marina - Refurbish Floating Pens	500	-	-	500
Hillarys Boat Harbour - Facility Refurbishment	6,790	5,470	2,539	1,320
Hillarys Boat Harbour - Replacement Pens	1,095	295	226	800
Corporate				
Accommodation Refurbishment and Sustainability Initiatives	7,112	881	881	500
Information and Communications Technology Infrastructure	57,388	4,863	3,919	2,500
Licensing Business Unit - Licensing Business Unit Reform	22,764	5,764	5,764	7,400
Marine Safety				
Marine Oil Pollution Response Equipment - Enhancement/Replacement Program	495	260	125	72
Vessel Replacement	1,225	550	351	35
Other				
Asset Replacement - State Land Services	696	547	240	149
Minor Works program	8,280	7,920	1,342	180
Perry Lakes Redevelopment project	142,167	32,919	28,909	77,782
Strategic and Statutory Planning				
Electronic Land Development Program (eLDP)	25,300	1,625	1,625	7,550
Koondoola Revitalisation Project	1,000	500	500	500
Wanneroo Revitalisation Project	8,000	6,000	5,953	2,000
COMPLETED WORKS				
Coastal Infrastructure				
Coral Bay Access Rd and Boat Launching Facility	6,823	6,823	3,522	-
Mews Road Site Redevelopment - Stage 3	1,368	1,368	1,263	-
PFPS-Upgrades to Boat Launching Facilities	1,500	1,500	1,382	-
Wyndham Port Deferred Maintenance	1,736	1,736	1,232	-
Corporate				
Albert Facey House Refurbishment - Floors 6 and 7	800	800	800	-
Licensing Business Unit				
Complete the Transfer of the Demerit Point Suspension Function from the Western Australia Police	1,811	1,811	597	-
Consolidation of Licensing Business Unit Accommodation (Public Transport Centre)	1,700	1,700	1,700	-
Fitout Midland Office	1,000	1,000	1,000	-
Implementation Credit Card Facilities at Licensing Centres	359	359	15	-
National Driver Licensing Scheme	365	365	223	-
TRELIS Stage 2	6,030	6,030	207	-
Marine Safety - Navigations Aids				
2004-05 program	567	567	50	-
2005-06 program	610	610	610	-
2006-07 program	600	600	600	-
2007-08 program	550	550	550	-
Strategic and Statutory Planning - Shared Land Information Platform Infrastructure				
	1,888	1,888	207	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
NEW WORKS				
Coastal Infrastructure	60,801	-	-	5,000
Marine Safety - Navigations Aids - 2008-09 Program	600	-	-	600
	389,375	100,964	69,967	118,680

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	15,997	97,824	69,967	118,680	58,253	31,012	19,914
Working capital requirement							
Loan and Other Repayments	2,465	12,455	12,455	-	-	-	-
	18,462	110,279	82,422	118,680	58,253	31,012	19,914
LESS							
Borrowings.....	1,562	-	-	-	-	-	-
Drawdowns from the Holding Account	119	-	-	-	-	-	-
Internal Funds and Balances	4,931	3,307	19,855	12,072	5,928	4,822	4,900
Other.....	3,672	64,245	28,909	77,782	29,753	1,629	84
Capital Contribution	8,178	42,727	33,658	28,826	22,572	24,561	14,930

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	97,023	110,023	113,642	120,666	127,244	122,017	125,589
Superannuation	8,799	10,383	10,305	10,914	11,144	10,808	11,135
Grants and subsidies ^(b)	54,935	60,295	68,382	75,821	59,009	53,519	54,877
Supplies and services	61,420	85,538	79,352	84,188	84,542	88,543	89,036
Accommodation	13,906	12,013	15,680	15,913	15,981	16,028	16,277
Finance costs	763	-	-	-	-	-	-
Capital user charge ^(c)	26,297	-	-	-	-	-	-
Depreciation and amortisation	10,718	11,175	11,175	11,579	11,679	11,784	11,894
Loss on disposal of non-current assets	944	-	-	-	-	-	-
Other expenses	29,111	14,276	17,020	20,154	19,789	20,851	21,430
TOTAL COST OF SERVICES.....	303,916	303,703	315,556	339,235	329,388	323,550	330,238
Income							
User charges and fees.....	8,958	9,501	12,061	14,546	15,174	15,670	16,189
Regulatory fees and fines.....	67,685	74,702	74,657	87,138	90,899	94,022	97,295
Grants and subsidies	5,024	5,050	6,103	8,811	2,650	1,650	1,650
Interest revenue	672	383	383	573	383	383	383
Rent	8,798	8,706	9,070	9,217	8,888	8,888	8,888
Service delivery agreement.....	17,305	17,948	17,948	18,804	19,919	20,942	22,286
Other revenue	6,839	6,069	6,520	7,505	6,597	6,600	6,633
Total Income.....	115,281	122,359	126,742	146,594	144,510	148,155	153,324
NET COST OF SERVICES ^(c)	188,635	181,344	188,814	192,641	184,878	175,395	176,914
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	188,693	169,638	169,624	189,038	186,600	176,959	174,851
Resources received free of charge	6,442	5,505	6,635	6,834	7,039	7,251	7,468
Liabilities assumed by the Treasurer	-	319	319	319	319	319	319
TOTAL INCOME FROM STATE GOVERNMENT.....	195,135	175,462	176,578	196,191	193,958	184,529	182,638
SURPLUS/(DEFICIENCY) FOR THE PERIOD	6,500	(5,882)	(12,236)	3,550	9,080	9,134	5,724
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	6,500	(5,882)	(12,236)	3,550	9,080	9,134	5,724

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 1,650, 1,746 and 1,748 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

(c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	45,145	11,010	19,277	13,384	12,935	13,484	11,095
Restricted cash	4,431	3,660	4,402	7,634	10,853	14,177	16,619
Receivables	9,498	9,693	9,498	9,498	9,498	9,498	9,498
Inventories	385	478	385	385	385	385	385
Interest receivable	166	106	166	166	166	166	166
Prepayments	1,293	837	1,293	1,293	1,293	1,293	1,293
Total current assets	60,918	25,784	35,021	32,360	35,130	39,003	39,056
NON-CURRENT ASSETS							
Amounts receivable for services	87,185	101,584	101,584	116,587	131,690	146,898	162,216
Land and buildings	172,892	102,929	172,101	171,310	170,519	169,728	168,937
Plant and equipment	3,894	6,928	3,637	3,344	2,843	2,447	957
Infrastructure	114,274	139,389	130,330	124,448	118,286	112,124	106,167
Intangibles	21,686	18,541	18,600	15,514	12,428	9,342	6,256
Restricted cash	730	-	960	1,210	1,470	1,704	2,304
Other	16,128	21,570	27,644	64,515	91,876	119,910	139,170
Total non-current assets	416,789	390,941	454,856	496,928	529,112	562,153	586,007
TOTAL ASSETS	477,707	416,725	489,877	529,288	564,242	601,156	625,063
CURRENT LIABILITIES							
Payables ^(a)	2,121	4,297	2,121	2,121	2,121	2,121	2,121
Provision for employee entitlements	18,396	16,858	18,212	18,212	18,212	18,212	18,212
Borrowings	12,455	-	-	-	-	-	-
Interest payable	176	-	-	-	-	-	-
Accrued salaries	381	2,128	715	1,147	1,661	2,092	2,557
Other	6,305	7,677	6,310	6,310	6,310	6,310	6,310
Total current liabilities	39,834	30,960	27,358	27,790	28,304	28,735	29,200
NON-CURRENT LIABILITIES							
Payables	72	98	72	72	72	72	72
Provision for employee entitlements	6,574	12,159	9,798	13,222	16,646	20,070	23,494
Other	31	31	31	3,210	2,574	1,938	1,302
Total non-current liabilities	6,677	12,288	9,901	16,504	19,292	22,080	24,868
TOTAL LIABILITIES	46,511	43,248	37,259	44,294	47,596	50,815	54,068
EQUITY							
Contributed equity	119,725	162,452	153,383	182,209	204,781	229,342	244,272
Accumulated surplus/(deficit)	211,500	183,597	199,264	202,814	211,894	221,028	226,752
Reserves	99,971	27,428	99,971	99,971	99,971	99,971	99,971
Total equity	431,196	373,477	452,618	484,994	516,646	550,341	570,995
TOTAL LIABILITIES AND EQUITY	477,707	416,725	489,877	529,288	564,242	601,156	625,063

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	175,074	155,239	155,225	174,035	171,497	161,751	159,533
Capital contribution	8,178	42,727	33,658	28,826	22,572	24,561	14,930
Holding account drawdowns	119	-	-	-	-	-	-
Net cash provided by State Government.....	183,371	197,966	188,883	202,861	194,069	186,312	174,463
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(96,681)	(106,465)	(110,268)	(116,810)	(123,306)	(118,162)	(121,700)
Superannuation	(8,800)	(10,064)	(9,986)	(10,595)	(10,825)	(10,489)	(10,816)
Grants and subsidies	(54,892)	(60,295)	(68,382)	(75,821)	(59,009)	(53,519)	(54,877)
Supplies and services	(59,674)	(80,033)	(72,717)	(77,354)	(77,503)	(81,292)	(81,568)
Accommodation.....	(13,973)	(12,013)	(15,680)	(15,913)	(15,981)	(16,028)	(16,277)
Finance costs	(759)	(171)	(171)	-	-	-	-
Capital user charge ^(a)	(26,297)	-	-	-	-	-	-
Goods and services tax	(14,656)	(13,299)	(13,299)	(13,299)	(13,299)	(13,299)	(13,299)
Other.....	(20,073)	(14,276)	(17,020)	(20,154)	(19,789)	(20,851)	(21,430)
Receipts							
User charges and fees.....	8,864	9,501	12,061	14,546	15,174	15,670	16,189
Taxation	32,405	41,736	40,585	47,362	48,972	50,637	52,359
Regulatory fees and fines.....	32,545	32,966	34,072	42,955	41,291	42,749	44,300
Grants and subsidies	5,547	5,050	6,103	8,811	2,650	1,650	1,650
Interest received.....	612	383	383	573	383	383	383
Rent receipts.....	8,653	8,706	9,070	9,217	8,888	8,888	8,888
Goods and services tax	14,664	13,299	13,299	13,299	13,299	13,299	13,299
Service delivery agreement.....	14,440	17,948	17,948	18,804	19,919	20,942	22,286
Other receipts	8,109	6,069	6,520	7,505	6,597	6,600	6,633
Net cash from operating activities.....	(169,966)	(160,958)	(167,482)	(166,874)	(162,539)	(152,822)	(153,980)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(12,326)	(27,589)	(34,613)	(38,398)	(28,500)	(29,383)	(19,830)
Proceeds from sale of non-current assets	19	-	-	-	-	-	-
Net cash from investing activities.....	(12,307)	(27,589)	(34,613)	(38,398)	(28,500)	(29,383)	(19,830)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(2,465)	(12,455)	(12,455)	-	-	-	-
Proceeds from borrowings	1,562	-	-	-	-	-	-
Net cash from financing activities	(903)	(12,455)	(12,455)	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	195	(3,036)	(25,667)	(2,411)	3,030	4,107	653
Cash assets at the beginning of the reporting period	50,111	17,709	50,306	24,639	22,228	25,258	29,365
Cash assets at the end of the reporting period.....	50,306	14,673	24,639	22,228	25,258	29,365	30,018

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	303,916	303,703	315,556	339,235	329,388	323,550	330,238
Less Capital User Charge.....	26,297	-	-	-	-	-	-
Adjusted Total Cost of Services	277,619	303,703	315,556	339,235	329,388	323,550	330,238
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services	188,693	169,638	169,624	189,038	186,600	176,959	174,851
Less Appropriation Capital User Charge	26,297	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	162,396	169,638	169,624	189,038	186,600	176,959	174,851

SCHEDULE OF ADMINISTERED EXPENSES AND INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Employee benefits expenses	567	-	45	78	78	45	-
Superannuation	32	-	5	9	10	5	-
Grants and subsidies	4,190	400	400	437	329	329	50,329
Supplies and services	424	1,533	1,478	1,723	2,036	3,706	2,217
Accommodation	235	-	-	5,000	-	-	-
Finance costs	6	5,480	1,021	3,897	6,731	2,259	-
Depreciation and amortisation	3	2	2	-	-	-	-
Loss on disposal of non-current assets	-	-	-	5,745	-	-	-
Cost of land sold	60,312	-	-	-	-	-	-
Other expenses	7,514	1,000	3,028	2,000	1,000	1,000	1,000
Receipts paid into Consolidated Account.....	553,456	593,919	597,915	628,224	643,343	669,788	696,336
TOTAL ADMINISTERED EXPENSES ^(a)	626,739	602,334	603,894	647,113	653,527	677,132	749,882
INCOME							
User charges and fees.....	60,312	-	2,000	-	-	-	-
Regulatory fees and fines.....	436,362	557,014	559,010	598,058	623,776	650,241	676,809
Gain on disposal of non-current assets	-	3,291	3,291	-	-	74,783	10,945
Grants and subsidies	6,700	3,402	3,402	2,728	-	-	-
Interest revenue	480	-	7	-	-	54	374
Fines and penalties	54,282	-	-	-	-	-	-
Other revenue	15,920	5,430	7,761	5,666	5,400	5,522	5,644
Administered appropriations.....	4,190	400	400	437	329	329	13,030
TOTAL ADMINISTERED INCOME ^(b)	578,246	569,537	575,871	606,889	629,505	730,929	706,802

(a) Further information is provided in the table 'Details of the Administered Transactions Expenses'.

(b) Further information is provided in the table 'Details of the Administered Transactions Income'.

SCHEDULE OF ADMINISTERED ASSETS AND LIABILITIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
ADMINISTERED CURRENT ASSETS							
Cash and cash equivalents	46,114	44,139	49,660	43,679	49,180	68,978	31,033
Restricted cash	1,201	730	1,201	1,201	1,201	1,201	1,201
Receivables	24,664	19,555	24,664	24,664	24,664	24,664	24,664
Interest receivable	28	25	28	28	28	28	28
Other.....	1,160	1,080	1,160	1,160	1,160	1,160	1,160
Total Administered Current Assets	73,167	65,529	76,713	70,732	76,233	96,031	58,086
ADMINISTERED NON--CURRENT ASSETS							
Land and buildings.....	3,692,372	2,645,241	3,689,248	3,675,224	3,636,281	3,599,224	3,599,224
Plant and equipment.....	2	-	-	-	-	-	-
Other.....	4,359	67,730	22,368	100,150	129,903	96,221	91,086
Total Administered Non-Current Assets	3,696,733	2,712,971	3,711,616	3,775,374	3,766,184	3,695,445	3,690,310
TOTAL ADMINISTERED ASSETS.....	3,769,900	2,778,500	3,788,329	3,846,106	3,842,417	3,791,476	3,748,396
ADMINISTERED CURRENT LIABILITIES							
Payables	2,700	3,018	2,700	2,700	2,700	2,700	2,700
Provision for employee entitlements	69	-	69	69	69	69	69
Borrowings.....	-	-	-	19,934	102,750	-	-
Interest payable	28	21	28	28	11,683	28	28
Amounts due to the Treasurer.....	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Other.....	7,401	3,227	7,401	7,401	7,401	7,401	7,401
Total Administered Current Liabilities.....	12,198	8,266	12,198	32,132	126,603	12,198	12,198
ADMINISTERED NON-CURRENT LIABILITIES							
Provision for employee entitlements	50	-	50	50	50	50	50
Borrowings.....	3,307	54,455	27,878	78,881	-	-	-
Interest payable	6	-	1,027	4,924	-	-	-
Accrued salaries	2	-	2	2	2	2	2
Total Administered Non-Current Liabilities	3,365	54,455	28,957	83,857	52	52	52
TOTAL ADMINISTERED LIABILITIES	15,563	62,721	41,155	115,989	126,655	12,250	12,250

SCHEDULE OF ADMINISTERED PAYMENTS AND RECEIPTS

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASH OUTFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Employee benefits.....	(446)	-	(45)	(78)	(78)	(45)	-
Superannuation	(32)	-	(5)	(9)	(10)	(5)	-
Grants and subsidies	(4,190)	(400)	(400)	(437)	(329)	(329)	(50,329)
Supplies and services	(339)	(1,533)	(1,478)	(1,723)	(2,036)	(3,706)	(2,217)
Accommodation.....	(235)	-	-	(5,000)	-	-	-
Finance costs	-	(5,480)	-	-	-	(13,914)	-
Goods and services tax	-	-	(200)	-	-	-	-
Other.....	(10,449)	(1,000)	(1,028)	(2,000)	(1,000)	(1,000)	(1,000)
Receipts paid into Consolidated Account.....	(553,456)	(593,940)	(597,936)	(628,245)	(643,343)	(669,788)	(696,336)
Financing Activities							
Repayment of borrowings.....	(2,641)	-	-	-	-	-	-
Repayment of Borrowings - Perry Lakes special purpose account	-	(9,530)	-	-	(19,934)	(103,916)	-
Investing Activities							
Purchase of non-current assets.....	(3,322)	(64,245)	(28,909)	(77,782)	(29,753)	(1,979)	(84)
TOTAL ADMINISTERED CASH OUTFLOWS	(575,110)	(676,128)	(630,001)	(715,274)	(696,483)	(794,682)	(749,966)
CASH INFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
User charges and fees.....	63,840	38,196	38,296	31,467	15,467	15,467	-
Taxation	402,954	441,375	450,852	476,530	500,709	525,572	550,489
Regulatory fees and fines.....	86,144	115,639	108,158	121,528	123,067	124,669	126,320
Grants and subsidies	6,700	3,402	3,402	2,728	-	-	-
Interest received.....	38	-	7	-	-	54	374
Goods and services tax	-	-	200	-	-	-	-
Other receipts	15,829	5,430	5,761	5,666	5,400	5,522	5,644
Administered appropriations.....	4,190	400	400	437	329	329	13,030
Financing Activities							
Proceeds from borrowings	3,307	60,678	24,571	70,937	23,869	1,166	-
Investing Activities							
Proceeds from sale of non-current assets	-	9,530	1,900	-	33,143	141,701	16,164
TOTAL ADMINISTERED CASH INFLOWS.....	583,002	674,650	633,547	709,293	701,984	814,480	712,021
NET CASH INFLOWS/(OUTFLOWS) FROM ADMINISTERED TRANSACTIONS.....	7,892	(1,478)	3,546	(5,981)	5,501	19,798	(37,945)

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Anzac Peace Park.....	-	250	250	-	-	-	-
Aviation (Public Air) Subsidies.....	1,105	852	930	852	852	852	852
Coastal Projects and Zone Management	382	1,224	1,639	1,057	1,057	1,057	1,057
Community Police	695	695	695	695	695	695	695
Code Management Group.....	96	112	112	-	-	-	-
Daddow Road Project.....	-	3,000	3,000	12,800	4,000	-	-
Emergency Vehicle Insurance	-	120	120	120	120	120	120
Fare Subsidies	1,281	2,075	1,593	2,075	2,075	2,075	2,075
Fire Risk Management.....	300	211	211	211	211	211	211
Fremantle Port Rail Service.....	442	1,000	2,840	1,000	-	-	-
Koondoola Revitalisation	-	-	486	500	-	-	-
LPG Subsidy Scheme	7,093	9,435	11,025	10,609	11,931	12,291	12,660
Maddington Kenwick Sustainability	234	3,616	3,538	-	-	-	-
Marine Communication.....	407	439	439	454	469	469	469
Marine Safety.....	205	205	205	220	220	220	220
Mirraboopa Shopping Centre	-	-	250	2,700	-	-	-
National Transport Commission.....	234	228	228	240	240	240	240
North Greenbushes Intermodal Centre.....	13,150	-	-	1,287	-	-	-
North West Shipping	6,098	8,463	7,863	8,573	10,073	8,573	8,573
Oakajee Port and Rail Project.....	-	-	700	-	-	-	-
Ocean Reef Boat Harbour.....	-	525	175	525	-	-	-
Other Grants and Subsidies	926	146	697	795	60	134	442
Perth Bicycle Network/Country Pathways.....	2,144	2,389	2,410	2,660	2,660	2,660	2,660
Port of Wyndham Management.....	1,897	1,886	1,886	2,068	2,068	2,130	2,194
Public Transport Authority - Perth Parking Fees and CAT Replacement, CAT Depot and Service Extension.....	8,784	9,023	8,867	9,296	9,578	9,836	10,190
Recreational Boating Facilities.....	382	1,000	1,120	1,200	849	874	901
Regional Airport Development Scheme.....	478	4,785	1,237	4,740	2,940	1,940	1,940
Roleystone Revitalisation Scheme	-	-	225	-	-	-	-
Sea Freight/Land Freight.....	145	-	40	-	-	-	-
Student Fare Concessions.....	1,088	1,472	1,371	1,472	1,472	1,472	1,472
Taxi User Subsidy Scheme.....	6,676	6,578	7,666	7,089	7,101	7,332	7,568
TravelSmart, Pedestrian Projects.....	321	161	125	138	138	138	138
Urban Design Projects	372	405	445	445	200	200	200
Wanneroo Revitalisation	-	-	5,994	2,000	-	-	-
TOTAL.....	54,935	60,295	68,382	75,821	59,009	53,519	54,877

DETAILS OF THE ADMINISTERED TRANSACTIONS EXPENSES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
GRANTS TO CHARITABLE AND OTHER PUBLIC BODIES							
Town of Cambridge.....	-	-	-	-	-	-	50,000
STATUTORY AUTHORITIES							
Western Australian Coastal Shipping Commission	4,190	400	400	437	329	329	329
TOTAL.....	4,190	400	400	437	329	329	50,329

DETAILS OF THE ADMINISTERED TRANSACTIONS INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
TAXATION							
Conservancy Fees	285	295	295	306	316	327	338
Motor Vehicle Licence Fees	370,455	401,360	410,837	431,836	454,496	477,788	501,080
Motor Vehicle Recording Fees	31,579	34,134	34,134	40,204	41,571	42,984	44,446
FINES							
Speed and Red Light Fines	43,609	72,100	63,920	71,385	71,385	71,385	71,385
Final Demand Fees	1,146	1,084	1,600	1,200	1,200	1,200	1,200
Plate and Transfer Infringements	5,700	5,101	5,101	5,200	5,252	5,305	5,358
OTHER							
Appropriations	4,190	400	400	437	329	329	13,030
Motor Drivers' Licences	34,043	40,015	40,015	44,694	46,213	47,784	49,409
Firearm Licence Fees	3,827	2,885	2,885	2,986	3,088	3,204	3,320
Dealer Plates Annual Fees	-	40	223	247	255	264	273
Sale of Land	60,312	-	2,000	-	-	-	-
Profit on Disposal of Land	-	3,291	3,291	-	-	74,783	10,945
Sport and Recreation Athletics Facilities	6,700	3,402	3,402	2,728	-	-	-
Other Revenue	16,400	5,430	7,768	5,666	5,400	5,576	6,018
TOTAL	578,246	569,537	575,871	606,889	629,505	730,929	706,802

AGENCY SPECIAL PURPOSE ACCOUNT DETAILS**Dampier to Bunbury Natural Gas Pipeline Corridor Special Purpose Account**

The Dampier to Bunbury Natural Gas Pipeline Corridor Special Purpose Account provides funds for the widening of the original corridor through the purchase of land and easements over land.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Opening Balance	31,137	30,634	30,284	25,203
Receipts:				
Appropriations	-	-	-	-
Other	1,038	1,300	1,300	1,300
	32,175	31,934	31,584	26,503
Payments	1,891	1,800	6,381	1,800
CLOSING BALANCE	30,284	30,134	25,203	24,703

Perry Lakes Special Purpose Account

The Perry Lakes Special Purpose Account is established under Section 41 of the *Perry Lakes Redevelopment Act 2005* and constituted under Section 16 of the *Financial Management Act 2006*. The purpose of this account is to fund the redevelopment of Perry Lakes and the development of sporting facilities on the AK Reserve Land.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Opening Balance	2,405	-	35	-
Receipts:				
Appropriations	-	-	-	-
Other	1,046	70,208	24,909	71,183
	3,451	70,208	24,944	71,183
Payments	3,416	70,208	24,944	71,183
CLOSING BALANCE	35	-	-	-

NET APPROPRIATION DETERMINATION

A determination by the Treasurer, pursuant to Section 23 of the *Financial Management Act 2006*, provides for the retention of the following cash receipts by the Department:

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000
Boat Registration Fees	8,008	7,787	8,387	8,842
GST Input Credits	5,492	2,317	2,317	2,317
GST Receipts on Sales	9,172	10,982	10,982	10,982
Indian Ocean Territories	188	81	81	81
Jetty Licences	428	450	450	444
Marine Examinations	139	141	141	175
Motor Drivers	9,489	14,407	13,406	14,986
Motor Vehicles	13,168	18,729	18,904	21,538
Other Receipts	368	616	616	446
Pastoral Leases	1,537	1,464	1,464	1,464
Plate Fees	12,305	9,226	8,901	11,473
Proceeds from Rental Properties	1,915	1,867	2,231	2,213
Proof of Age Card	224	250	250	243
Recoups for Services Provided	8,036	8,795	11,255	13,789
Services Provided to Western Australian Planning Commission	17,305	17,948	17,948	18,804
Temporary Permits	483	353	353	451
TOTAL	88,257	95,413	97,686	108,248

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

COMMISSIONER OF MAIN ROADS

PART 9 - MINISTER FOR PLANNING AND INFRASTRUCTURE

DIVISION 44

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 82 Net amount appropriated to deliver services ^(a)	123,120	166,433	177,586	169,045	175,240	194,161	204,521
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975 ^(b)	-	-	319	328	337	347	357
- Road Traffic Act 1974.....	301,096	321,176	277,165	328,990	380,605	390,151	423,054
Total appropriations provided to deliver services	424,216	487,609	455,070	498,363	556,182	584,659	627,932
CAPITAL							
Item 158 Capital Contribution	210,641	322,878	342,265	344,839	176,615	165,191	119,822
Amount Authorised by Other Statutes							
- Road Traffic Act 1974.....	73,048	83,284	137,872	107,046	77,991	91,737	82,126
GRAND TOTAL	707,905	893,771	935,207	950,248	810,788	841,587	829,880

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

To provide safe and efficient road access that will enhance community lifestyles and ensure economic prosperity.

SIGNIFICANT ISSUES AND TRENDS

- The role and focus of Main Roads, as with other road agencies the world over, has been to build, expand and maintain road networks. However, there is a major shift occurring towards the assumption of the role of network manager/operator. The need for this new focus is driven by increasing traffic volumes, access issues and community concerns and expectations for the environment.
- The community's expectations that roads will enhance the quality of life and wellbeing of Western Australians continue to increase through a strong desire for even better access to a safer and more efficient road network. The continuing strong economy in Western Australia, combined with a national skills shortage, has meant that there are many significant projects available for civil construction contractors to tender for. This has reduced the competitiveness of tender prices for road works and, when coupled with increasing commodity prices, results in unprecedented cost escalation in the civil construction industry, culminating in significant project cost increases. Main Roads will continue to work closely with industry and government to develop innovative solutions to address these issues.

- Western Australia's road freight task continues to grow as a direct result of the rapid expansion of the economy. Strong growth is continuing in truck and trailer registrations and Restricted Access Vehicle movements. At the same time, Main Roads is receiving an increasing number of requests from the mining industry for approval to move heavier, wider and higher loads. Main Roads works closely with the road transport industry to ensure the movement of oversize and overmass loads do not have significant impacts on road safety and do not cause unnecessary inconvenience to other motorists and freight vehicles.
- Main Roads is supporting national transport reform initiatives in Western Australia, including performance-based standards to promote more innovative vehicle types and the Intelligent Access Program for electronic monitoring of compliance, in return for improved route access. Engagement with the transport industry and Local Government will continue on local initiatives such as the further development of 'period permits' and enhancing the approved heavy vehicle networks. Main Roads' role is to manage the increased demand for heavy vehicles access, whilst ensuring road safety and the road asset are not compromised.
- The Commonwealth Government has announced that it will establish a new statutory advisory council, Infrastructure Australia, to develop a strategic blueprint for Australia's future infrastructure needs. Infrastructure Australia will identify investment priorities and policy and regulatory reforms that will be necessary to enable timely and coordinated delivery of national infrastructure investment. Main Roads and the Department for Planning and Infrastructure (DPI) are working with central government agencies to ensure that Western Australia's transport infrastructure needs are addressed through Infrastructure Australia.
- Creating a sustainable road network that meets today's needs without compromising future generations is being addressed through the Main Roads sustainability strategy. The underpinning actions that support this strategy will be incrementally rolled-out with an emphasis on promoting cultural change, business process change and the demonstration of practical applications of sustainability.
- Maintaining and building capability throughout the organisation is a challenge being faced by all in the road industry. Main Roads is working with industry to develop and maintain a highly motivated, skilled and sustainable workforce to respond to key skill shortages being experienced in the construction and road industry throughout Australia.
- Main Roads is looking for alternatives to capital solutions to increase the reliability and efficiency on the network through the use of new and emerging technologies such as Intelligent Transport Systems (ITS) to optimise the benefits that can be obtained from the existing road network. ITS comprise of systems that apply information, communications and control technologies to improve the operation and safety of transport networks. They also increase the capability of existing road networks to carry extra traffic and so enable the deferment of major capital works. Main Roads will build on its current ITS capability to improve the safe, reliable and efficient operation of the road network.
- The loss of lives on our roads is a great concern for the community and for Main Roads. The economic impact and cost of the crashes to the community is estimated to be \$2 billion. Main Roads is supporting the Road Safety Council in the development of a new road safety strategy for Western Australia. The new strategy will be based on the 'safe systems' approach that has been developed in the National Road Safety Strategy. Main Roads will be responsible for the 'Safe Roads and Roadsides' and 'Safe Speeds - Speed Limit Reduction' components of the new State strategy.

MAJOR POLICY DECISIONS

Details of major policy decisions impacting on Main Road's Income Statement since publication of the 2007-08 Budget to Parliament on 10 May 2007 are outlined below.

	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Grant to the City of Joondalup - Connolly Drive Dual Carriageway Works (MacNaughton Crescent to Burns Beach Road)	3,750	-	-	-

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual ^(a) \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES ^(b)							
<i>Service 1:</i>							
Road Safety	67,632	68,350	102,223	145,995			
<i>Service 2:</i>							
Road System Management	79,498	76,982	72,932	86,573			
<i>Service 3:</i>							
Road Efficiency Improvements	156,926	138,618	174,035	202,894			
<i>Service 4:</i>							
Infrastructure for Community Access	135,100	85,944	92,349	39,016			
<i>Service 5:</i>							
Road Network Maintenance	409,951	425,733	438,275	482,123			
<i>Service 6:</i>							
Infrastructure for State Development	212,688	359,625	455,664	400,079			
Total Cost of Services ^(c)	1,061,795	1,155,252	1,335,478	1,356,680	1,136,851	1,230,054	1,253,104
<i>Less Income ^(d)</i>	<i>220,048</i>	<i>160,495</i>	<i>172,349</i>	<i>209,576</i>	<i>287,141</i>	<i>291,763</i>	<i>332,834</i>
Net Cost of Services	841,747	994,757	1,163,129	1,147,104	849,710	938,291	920,270
 Expenditure Capitalised.....	 (528,214)	 (576,665)	 (764,360)	 (742,202)	 (457,457)	 (523,370)	 (502,388)
	313,534	418,092	398,768	404,902	392,253	414,921	417,882
 Adjustments ^(e)	 110,682	 69,516	 56,303	 93,461	 163,929	 169,738	 210,050
Appropriation Provided to Deliver Services ^(a)	424,216	487,609	455,070	498,363	556,182	584,659	627,932
 CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(f)	283,689	406,162	480,137	451,885	254,606	256,928	201,948
 TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	707,905	893,771	935,207	950,248	810,788	841,587	829,880

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. EA reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.
- (c) Excludes retired non-current fixed assets expense and income/expenditure relating to non-current fixed assets transferred from/to local authorities.
- (d) Revenue actuals/estimates include the revenue from superannuation liability assumed by the Treasurer as the expense has been allocated to services.
- (e) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (f) Supporting details are disclosed in the Capital Contribution Statement.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goals.

Government Goals	Desired Outcomes	Services ^(a)
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	A safe road environment.	1. Road Safety
	Reliable and efficient movement of people and goods.	2. Road System Management 3. Road Efficiency Improvements
	Improved community access and roadside amenity.	4. Infrastructure for Community Access
	A well maintained road network.	5. Road Network Maintenance
Creating conditions that foster a strong economy delivering more jobs, opportunities and greater wealth for all Western Australians.	Facilitate economic and regional development.	6. Infrastructure for State Development

(a) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Outcomes and Key Effectiveness Indicators ^(a)

Main Roads' Outcome Based Management (OBM) framework was amended at its own request, through the formal Outcome Structure Review Group process during 2007-08, with the amended framework to commence in 2008-09. The revision aims primarily to increase relevancy of the framework to Main Roads' current and emerging service role. The Revised OBM framework includes:

- amended outcome statements;
- minor service name changes;
- Additions/removal/changes to some effectiveness and efficiency indicators (KPIs).

In the following tables, where possible and meaningful, figures for previous years not comparable with the new measures have been backcast for the new KPIs. However, where retrospective information required for backcasting is unavailable, an entry of n/a (not available) has been inserted.

Main Roads will endeavour to provide full reporting information under its old OBM framework in its 2007-08 Annual Report.

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: A safe road environment.					
Community satisfaction with road safety:					
- Overall safety of freeways - metro	96%	90%	96%	94%	
- Overall safety of highways - metro	96%	90%	96%	94%	
- Overall safety of highways - rural	94%	90%	94%	88%	
Blackspot location indicator	12.44	12.21	n/a	12.13	
Outcome: Reliable and efficient movement of people and goods.					
Community satisfaction	99%	90%	94%	90%	
Road network permitted for use by heavy freight vehicles:					
- B-Doubles	97.3%	97%	97.6%	98%	
- Double road trains	96.8%	96.4%	97.3%	97%	
- Triple road trains	40.1%	40.4%	40.2%	41%	
Network configuration - roads	n/a	n/a	n/a	86%	
Network configuration - bridges					
- Strength	n/a	n/a	93.6%	94%	
- Width	n/a	n/a	93.5%	93.7%	
Outcome: Improved community access and roadside amenity.					
Percentage of the year that 100% of the Main Roads' state road network is available	n/a	n/a	n/a	70%	
Community satisfaction with cycleways and pedestrian facilities	n/a	n/a	n/a	>70%	
Percentage of amenities meeting the mandatory facilities criteria in Main Roads' Roadside Stopping Places policy	n/a	n/a	n/a	30%	
Outcome: A well maintained road network.					
Smooth travel exposure	98.4%	98.2%	98%	98%	
Community satisfaction with road maintenance:					
- Metropolitan freeways	n/a	n/a	n/a	>70%	
- Metropolitan highways	n/a	n/a	n/a	>70%	
- Rural highways	n/a	n/a	n/a	>70%	
Preventative maintenance indicator	n/a	n/a	n/a	77%	
Performance of traffic signals, road lighting and emergency phones:					
- Reliability of traffic signals	0.35	n/a	0.35	0.25	
- Reliability of lighting	0.43	n/a	0.41	0.25	
- Reliability of emergency telephones	0.08	n/a	0.05	0.25	
- Availability of traffic signals	99.01%	n/a	99.16%	99.60%	
- Availability of lighting	99.16%	n/a	99.19%	99.30%	
- Availability of emergency telephones	99.96%	n/a	99.96%	99.99%	
Outcome: Facilitate economic and regional development.					
Return on construction expenditure	3.37	3.97	4.1	3.5	

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Road Safety

The objective of this program is to reduce the road fatality rate so that it is the lowest Australia-wide, 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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^{(a) (c)}	67,632	68,350	102,223	145,995	Increased funding for this service in 2008-09 plus completion of delayed works from the previous year.
<i>Less Income</i>	10,260	12,901	15,005	19,622	
Net Cost of Service ^(a)	57,372	55,449	87,218	126,373	
Adjustments ^(b)	7,544	3,875	4,222	10,296	
Appropriation for Delivery of Service ^(a)	64,916	59,324	91,440	136,669	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Key Efficiency Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Percentage of projects completed on time.....	n/a	n/a	n/a	90%	
Percentage of projects completed on budget.....	n/a	n/a	n/a	90%	
Full Time Equivalents (FTEs)	36	35	43	50	

- (a) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Major Achievements For 2007-08

- Black Spot Program (State) - a total of \$20 million was directed towards projects with high safety benefits. A total of 35 projects were funded on state roads and 145 projects on local roads. Significant projects undertaken include:
 - the extension of right-turn lanes on Wanneroo Road, turning into Hepburn Avenue and the upgrade of pedestrian facilities; and
 - the installation of a roundabout at South Western Highway, Muirs Highway and Pritchard Road.
- Black Spot Program (National) - \$2.2 million of funding from this AusLink program enabled 49 projects to be undertaken on both state and local roads across Western Australia.
- Western Australian Safer Roads Program - \$28 million was allocated in 2007-08. Projects completed in 2007-08, include:
 - South Western Highway (south of Donnybrook) - widened seal to 9.0m including 1.0m sealed shoulders and installation of audible edge lines for two kilometres;
 - Brand Highway - construction of two passing lanes approximately 40km north of Gingin and one northbound passing lane approximately 30km south of Dongara;
 - Muir Highway - commenced widening of a section of highway between Denmark - Mount Barker Road and the Mount Barker Bypass;
 - installation of Uninterruptible Power Supplies (UPS) at 31 priority traffic signals. This will enable the traffic signals to keep operating for up to four hours in the event of mains power failure; and

- Reid Highway (West Swan Road - Great Northern Highway) - community and stakeholder engagement, environmental and Indigenous heritage approvals, land acquisition and preliminary design and investigations have been completed to enable the calling for tenders to design and construct 2.6km of a four lane dual carriageway between West Swan Road and Great Northern Highway, including a new bridge over the Swan River. It is expected that the contract will be awarded in May 2008 to enable construction to commence in mid 2008, with completion by late 2009.
- Brand Highway - completed kerbing and traffic island construction works at Cataby for the BP Roadhouse and at Caro and Cataby Roads providing an improved level of safety for vehicles entering and leaving the highway at this location.
- Great Eastern Highway - completed construction of two passing lanes between Bakers Hill and Clackline. The passing lanes provide additional overtaking opportunities, reduce driver frustration and further improve the level of service and safety for road users on this important highway link.
- Railway Level Crossings - in the final year of the three year level crossing upgrade program, ten crossings were upgraded from passive (stop or give way signs) to active (flashing lights) control, one crossing was upgraded from passive to boom barrier control and four crossings have been upgraded from flashing lights to boom barrier control. In addition, the lighting equipment at a number of flashing light level crossings has been upgraded to Light Emitting Diodes. This form of lighting provides a wider spread of light and eliminates sun glare thereby significantly improving visibility and safety, whilst requiring less energy.
- South Western Highway (Waroona to Roelands) - completed the construction and sealing of shoulders on four sections of the highway between Yarloop and Benger. Completion of this project has greatly improved safety and reduced ongoing maintenance costs.

Major Initiatives For 2008-09

- Black Spot Program (State) - a further \$20 million will be allocated by the State Government for the State Black Spot Program in 2008-09 to facilitate projects at 129 locations across the State on local roads and at 29 locations on state roads. The projects selected have high safety benefits at recognised crash locations or at locations having the potential for crashes to occur. The works identified at the 158 locations will assist in reducing roads as a potential factor in road crashes.
- Black Spot Program (National) – 46 additional projects around the State will be funded through the Commonwealth AusLink program.
- Western Australian Safer Roads Program - the State Government is continuing its commitment to reducing road trauma. Significant road safety improvements on the State's road network will include:
 - South Western Highway (Donnybrook to Bridgetown) - reconstruct shoulders and widen seal at various locations north of Bridgetown.
 - install UPS at 30 priority traffic signals. This will enable the traffic signals to keep operating in the event of mains power failure.
 - Reid Highway (West Swan Road - Great Northern Highway) - construction is expected to commence in mid 2008 with completion by late 2009.
- Railway Level Crossings - further funds have been provided in 2008-09 to continue the upgrade of level crossings to flashing lights and boom barrier control.

Service 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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^{(a) (c)}	79,498	76,982	72,932	86,573	
<i>Less Income</i>	2,419	2,632	6,166	6,094	
Net Cost of Service ^(a)	77,079	74,350	66,766	80,479	
Adjustments ^(b)	10,135	5,196	3,232	6,557	
Appropriation for Delivery of Service ^(a)	87,214	79,546	69,998	87,036	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the CUC. In order to make the above table meaningful for comparative purposes, the impact of the CUC has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Key Efficiency Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost of network management per million vehicle kilometres travelled	\$3,342	n/a	\$3,561	\$3,378	
Full Time Equivalents (FTEs)	647	646	579	578	

- (a) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Major Achievements For 2007-08

- The Network Operations Strategy (Smarter Roads – Better Journeys) implementation has resulted in Network Operations being considered a core activity of Main Roads and is resulting in greater consideration of important operational outcomes, such as road safety and transport reliability.
- Customer Service - Main Roads was recognised by the Customer Service Institute of Australia in its 2007 Service Excellence Awards, where Main Roads was awarded the Government (State and Commonwealth) category for Western Australia. Main Roads Commissioner, Mr Menno Henneveld, was also awarded the Customer Service Chief Executive Officer of the Year for Western Australia. These awards clearly demonstrate Main Roads' commitment to, and achievement in, customer service.
- Main Roads' Community Perceptions Survey measures how satisfied the community is with Main Roads' overall performance in the construction, maintenance and management of the State road network. An external research company is commissioned to undertake the Community Perceptions Survey and report on the findings on an annual basis. In 2007, Main Roads achieved an organisational high rating of 99 per cent satisfaction from the community.
- Continued development of approved networks and period permits for the heavy vehicle industry has further streamlined administrative processes, provided industry with greater flexibility and reduced the administration costs of accessing the road network.

- New 'Route Assessment Guidelines for Restricted Access Vehicles (RAV) Access' were released to address the problems identified by operators and Local Government about the lack of farm gate access and access to low traffic volume roads. Based on a risk management approach, the Guidelines include conditions and restrictions suited to local road operations that can be applied to manage the safety risk and protect the infrastructure.

Major Initiatives For 2008-09

- Community Engagement – a number of community engagement initiatives are underway, which should result in a stronger partnership between Main Roads and its customers into the future. The initiatives build on the Community Engagement Policy that was launched in August 2006 and is being implemented via a suite of demonstration projects. The projects will assist Main Roads to strengthen relationships with its stakeholders and result in the delivery of better solutions to community needs and the improved delivery of projects on time.
- Customer Service – Main Roads' redesigned customer centric website is due for release in 2008, which will enable improved access to information by customers and stakeholders. Main Roads will be investigating the feasibility of developing a Customer Relationship Management System to build positive and enhanced relationships with our customers and to gain an integrated and consistent view of our interactions with our customers.
- A new RAV Information and Management System is being developed to replace the existing Vehicle Loads Systems. The new system will enable better utilisation of current resources and it is intended to include a facility whereby customers can apply for and obtain permits over the Internet.
- Main Roads is developing a RAV Access Strategy that will complement the Western Australia Freight Strategy being developed by the Department for Planning and Infrastructure (DPI).
- Implementation of the compliance and enforcement legislation will improve compliance in the road transport industry by attributing legal liability through the chain of responsibility and will change sanctions and penalties. Systems and processes will be developed to effectively implement compliance and enforcement in Western Australia.
- Main Roads has initiated a review of the movement of oversize loads on the Western Australian road network in consultation with the DPI, Police Escorts, the road transport industry and their clients. The review aims to facilitate the movement of oversize loads, where possible, by applying conditions to manage the safety risk and protect the road infrastructure.
- The Western Australia Heavy Vehicle Accreditation Scheme will be expanded to include a new module for Load Management. This will ensure mass, dimension and load restraint elements of the compliance task are covered, improving road safety and the impact of heavy vehicles on road infrastructure.
- The Intelligent Access Program (IAP) is a national initiative, which will enable Main Roads to provide enhanced access to the road network for heavy vehicle operators in return for satellite monitoring of their vehicles to verify compliance with the specified conditions of access. Main Roads will conduct a trial of IAP in 2008-09 in preparation for implementation when the necessary legislation is in place.
- The development of an Intelligent Transport Systems (ITS) Master Plan is proposed for 2008-09 to enable a better understanding of the significant and relatively low cost benefits of ITS. ITS are an essential component of sustainable transport and the master plan is to consider broad transport needs, rather than just road transport.
- The installation of Road Status Signs to indicate road closures, particularly during the wet season, are planned on Marble Bar Road, Karijini Drive, Paraburdoo - Tom Price Road and Nanutarra Munjina Road. The installation of such signage will improve traveller information and road advisory services to the public.

Service 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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^{(a) (c)}	156,926	138,618	174,035	202,894	Commonwealth funding of Eyre Highway works completed in 2007-08.
<i>Less Income</i>	39,086	60,425	66,907	27,944	
Net Cost of Service ^(a)	117,840	78,193	107,128	174,950	
Adjustments ^(b)	15,495	5,464	5,186	14,254	
Appropriation for Delivery of Service ^(a)	133,335	83,657	112,314	189,204	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Key Efficiency Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Percentage of projects completed on time	n/a	n/a	n/a	90%	
Percentage of projects completed on budget	n/a	n/a	n/a	90%	
Full Time Equivalents (FTEs)	50	59	73	78	

- (a) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Major Achievements For 2007-08

- Dampier Highway - construction of a section of dual carriageway in Karratha, including the construction of a roundabout to assist in accessing the Dampier Highway and relieving congestion.
- Eyre Highway (Balladonia East and Heartbreak Ridge Sections) – the reconstruction and widening works on Balladonia East (42km) and Heartbreak Ridge (45km) were formally opened on 23 January 2008. The completion of these sections signals the end of the upgrade of all narrow sections of Eyre Highway within Western Australia and is a significant milestone for the state.
- Great Eastern Highway:
 - Roe Highway Interchange – pre-construction activities continuing including design and securing all land necessary for the interchange.
 - Clackline Bypass - completed the construction of the 1.5km bypass incorporating large box culvert structures for Clackline Brook and a separate pedestrian/equestrian underpass and associated road connections to the Clackline Townsite.
 - Tammin to Walgoolan - completed the reconstruction, realignment and widening of the final 33km of the 55km section of the highway between Hines Hill and Walgoolan.
 - Walgoolan to Southern Cross - completed the reconstruction, realignment and widening of 8.2km of failing pavement on a section of the highway at Noongar, west of Moorine Rock. These works provide an improved level of service and safety for road users on this section of the highway.

- Great Northern Highway:
 - Stock Road to Bullsbrook Road – final sealing works to be completed in 2007-08;
 - Baskerville to West Swan - works comprise overlay/widening and reconstruction of 4.3km between Haddrill Road and Apple Street. The upgraded road will provide two 3.5m lanes, a central median and 2.0m sealed shoulders. Construction works will be undertaken over two summers 2007-08 and 2008-09; and
 - Muchea to Wubin Section - it is proposed to upgrade 93km of the 130km between Muchea and Bindi Bindi with pre-construction works planned for the section from Bindi Bindi to Wubin. Works will include reconstruction, realignment or overlay and widening to highway standards of a 9.0m seal on an 11.0m formation. The project will greatly improve safety and transport efficiency for this important oversize route to the North West. This project commenced in July 2007 with completion by late 2009.
- High Wide Loads - the corridor linking Kewdale to Kwinana is being progressively opened up to high wide load vehicles. Main Roads and Western Power are undertaking road and powerline modifications to accommodate transporting large indivisible loads. This significant initiative will enable Western Australia's heavy fabrication industry to transport large modules to support the booming resource sector and be internationally competitive.
- Muirs Highway (Nyamup to Strachan) – completed the reconstruction, widening and realignment of a 1.5km section of single lane seal 35km east of Manjimup to improve safety and efficiency of this road. This work complements ongoing widening works undertaken in recent years. With the completion of works on this section only 4km of single lane seal will remain.
- Northam-Pithara Road - completed improvements at the Goomalling-Calingiri Road intersection to cater for long vehicles carting agricultural lime sands from the coast into the Wheatbelt. The works also provide an improved level of safety for all motorists using this intersection.

Major Initiatives For 2008-09

- Derby Highway (Great Northern Highway to Derby Airport) – ongoing widening and upgrading of this highway to provide a safer and more efficient access to the Derby Airport, Derby export facility and the Curtin Airbase, which is an important national defence installation in the North West.
- Fremantle Traffic Bridge – in 2008-09 it is planned to carry out extensive stakeholder consultation to develop and confirm the scope of this project. It is intended to seek all necessary approvals and prepare sufficient contract documentation to be able to advertise and award a delivery contract in 2010. The project is scheduled to be completed in 2012.
- Great Eastern Highway (Roe Highway Interchange) – pre-construction activities to continue including securing all land necessary for the interchange.
- Great Northern Highway:
 - Port Hedland – upgrade intersections at Pinga Street and Wallwork Road and construct a fourth lane from Wallwork Road to the Port Hedland turnoff.
 - Kimberley Project – the following projects are included in the project scope being Elvire - Sandy Creek Section, Bow River Section and Big Mabel Creek Bridge. Pre-construction activities, including design works are proposed for completion in 2008 with construction works to follow. Project completion is expected in late 2009. The works will reduce ongoing maintenance costs, increase road use efficiency and enhance road safety;
 - Muchea to Wubin Section – complete the reconstruction, realignment and widening of 16km of failing and sub-standard highway between Walebing and Bindi Bindi; and
 - Baskerville to West Swan - works comprise overlay/widening and reconstruction of 4.3km between Haddrill Road and Apple Street. The upgraded road will provide two 3.5m lanes, a central median and 2.0m sealed shoulders. Works commenced in 2007-08 and will be completed in 2009.
- Muirs Highway (Nyamup to Strachan) – complete the widening and reconstruction of the final 4km of single lane seal 37km east of Manjimup. The completion of this work will provide road users with a much safer and efficient road link to the Great Southern region.

- Wanneroo Road – an alternative route to Mitchell Freeway between Perth Central Business District, Joondalup and the North West Corridor. The works comprise construction of a second carriageway from Wallawa Street to Joondalup Drive in the City of Wanneroo to be completed in 2010-11.
- Connolly Drive – the City of Joondalup will construct a second carriageway between Burns Beach Road and MacNaughton Crescent to relieve severe congestion and safety concerns. This construction has been given priority due to the increasing likelihood that the immediate need for a dual carriageway will be intensified by traffic associated with the new Mitchell Freeway extension to Burns Beach Road, which is due for completion in September 2008.

Service 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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^{(a) (c)}	135,100	85,944	92,349	39,016	The decrease in 2008-09 is due to the completion of the major project Karratha-Tom Price Stage 2.
<i>Less Income</i>	44,069	2,686	10,258	3,342	
Net Cost of Service ^(a)	91,031	83,258	82,091	35,674	
Adjustments ^(b)	11,970	5,818	3,974	2,907	
Appropriation for Delivery of Service ^(a)	103,001	89,076	86,065	38,581	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Key Efficiency Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Percentage of projects completed on time.....	n/a	n/a	n/a	90%	
Percentage of projects completed on budget.....	n/a	n/a	n/a	90%	
Full Time Equivalents (FTEs)	49	48	47	37	

- (a) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Major Achievements For 2007-08

- Brookton Highway (Corrigin to Hyden) – these works are a part of the ongoing upgrade of the Brookton Highway. The 2007-08 works have been undertaken in the Gorge Rock section where 4km of single lane sealed road has been upgraded to a two lane sealed road.
- Broome-Cape Leveque Road - construction and sealing of 42.8km of Cape Leveque Road was completed in December 2007. This project improves access to Indigenous communities and results in a reduction in vehicle damage and travel time, improvement in freight efficiency and the provision of opportunities for economic development of the northern end of the Dampier Peninsula.

- Carnarvon Floodplain Mitigation Project Phase One - Main Roads has been commissioned by the Department of Water (DOW) to manage the implementation of floodway improvements to North West Coastal Highway and construction of a levee system north and south of the Gascoyne River. Phase One of this project was completed in 2007-08 with floodway improvements at Six Mile Creek and Drag Strip Sections south of Carnarvon, on the North West Coastal Highway. Pre-construction activities have commenced for Phase Two of the project including levee construction.
- Carnarvon-Mullewa Road - a further 21km of road upgrade between Carnarvon and Gascoyne Junction was completed in 2007-08, including improvements to the road formation, culvert installation and upgrades and pavement sealing.
- Cycling infrastructure, Perth Metropolitan area – construction in progress of 7.5km of shared paths as part of the Mitchell Freeway extension to Burns Beach Road.
- Derby-Gibb River-Wyndham Road - this project is a part of a strategy to improve the level of service, increase transport efficiency and provide improved access to remote communities. The works will improve the formation and drainage along the following sections:
 - a 48km long section up to the access road to the Kimberley Diamond Company mini-site; and
 - between the Kalumburu Road intersection and the Wyndham turnoff to allow double road train access.
- Great Central Road (Western Australian section of the Outback Highway) – ongoing upgrading works have been undertaken over two sections in the Shire of Laverton for a combined length of around 32km and two sections in the Shire of Ngaanyatjaraku for the combined length of around 17km. These works will increase road safety, provide a smoother running surface and reduce maintenance costs.
- Karratha-Tom Price Road Stage Two – this project is for the design and construction of a 90km section of new road between Karratha and the Roebourne to Wittenoom Road at Barowanna Hill. It is the second stage of a new route between Karratha and Tom Price. Once Stage Two is completed, 115km out of 270km will be sealed to a high standard. The project will provide significant benefits to local communities, tourism and the mining industry. Construction, which commenced in mid 2006, will be completed in May 2008.
- Marble Bar Road – a further 4km of sealed road between Newman and the Jigalong turnoff has been completed.

Major Initiatives For 2008-09

- Cycling infrastructure, Perth Metropolitan area – delivering approximately 40.5km of new cycling infrastructure at a cost of \$25.5 million by the end of 2009, comprising of:
 - 32km of shared paths along the 70km length of the New Perth Bunbury Highway at a cost of \$15 million with works scheduled for completion in late 2009;
 - approximately 7.5km of shared paths costing \$6.9 million as part of the extension of Mitchell Freeway to Burns Beach Road, scheduled for completion later this year;
 - approximately 1km of shared paths costing \$2.7 million as part of the Reid Highway extension between West Swan Road and Great Northern Highway, scheduled for completion late 2009; and
 - approximately \$0.9 million will be spent upgrading lighting and other minor improvements on the existing cycling networks.
- Brookton Highway (Corrigin to Hyden) – widen part of the single lane section between the Gorge Rock-Lake Grace Road and Kondinin.
- Carnarvon Floodplain Mitigation Project Phase Two - Main Roads will be managing the construction of an extensive system of flood mitigation levees around Carnarvon on behalf of the DOW.
- Goldfields Highway (Lake Raeside) - reconstruct and realign sections of this highway including construction of a new bridge over Lake Raeside to improve serviceability of this section of road and reduce the possibility of highway closure due to flood events.
- Great Central Road (Western Australian section of the Outback Highway) – further improvements are planned to the formed gravel road to improve horizontal and vertical geometry, flood susceptibility and overall maintenance.

- Great Northern Highway - Kimberley Project - project funding is now being provided by the Commonwealth Government for road and bridge upgrades on Great Northern Highway between Halls Creek and Victoria Highway. The following projects are included in the project scope:
 - Fletchers and Telegraph Creek Bridges - this project is a part of a strategy to improve the level of service, increase transport efficiency and provide improved access to remote communities. The works are part of an overall upgrade to bridges and waterway crossings on the Auslink National Network in the Kimberley aimed at providing uniform bridge standards and eliminating road closures due to flooding; and
 - Fitzroy Crossing - Gogo Section (Kimberley) – planning, concept design, environmental and Indigenous heritage clearances and other pre-construction activities are planned for completion in late 2009.
- Marble Bar Road – further construction of sealing works to be completed in association with gravel sheeting.

Service 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 (such as crack patching, patching of potholes, control of declared plants and weeds, graffiti removal and litter collections), periodic maintenance (such as 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 Term Network Contracts and the Traffic Control Infrastructure (Maintenance) Contract.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^{(a) (c)}	409,951	425,733	438,275	482,123	
<i>Less Income</i>	85,197	14,942	29,177	35,231	
Net Cost of Service ^(a)	324,754	410,791	409,098	446,892	
Adjustments ^(b)	42,702	28,707	19,803	36,411	
Appropriation for Delivery of Service ^(a)	367,456	439,498	428,901	483,303	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements. Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Key Efficiency Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost of road network maintenance per lane kilometre of network	\$5,145	\$4,400	\$4,650	\$4,900	
Full Time Equivalents (FTEs)	137	137	141	141	

- (a) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Major Achievements For 2007-08

- During 2007-08, two of Main Roads' Term Network Contracts (TNCs), for the Mid West/Wheatbelt North Regions and South Metropolitan Region were converted into relationship arrangements to better utilise the resources of both Main Roads and the Contractor. This has provided increased flexibility, which has given Main Roads more opportunity to be involved in program development and to further optimise the maintenance outcomes. A business case has demonstrated that this contract will result in better value for money.

- Perth Bunbury Highway-Old Coast Road (Binningup Road to Taranto Road) – completed the reconstruction of 2.2km of rough pavement with wide sealed shoulders on the northbound carriageway 26km north of Bunbury. This has improved the safety and comfort on this section of the highway, allows for the installation of audible edge line and matches the standard of the adjacent sections of the highway.
- Railway Crossings – maintenance works on public rail crossings continued during the year in partnerships with Westnet Rail and the Public Transport Authority.
- TNCs – continued work on the existing road network to maintain the network including, roads, bridges and other components of the road environment to a specific standard.

Major Initiatives For 2008-09

- Work has commenced on the development of the service arrangements to replace the current TNCs when these finish over the next few years. Main Roads is currently engaged in significant consultation with industry, Local Government and other key stakeholders on the framework and details of the future arrangements. This consultation will be a major input to the detailed design and development of the service arrangements and will also contribute to the development of a transition plan from the current TNCs to the future arrangements.
- TNCs – continue work on the existing road network to maintain the network, including roads, bridges and other components of the road environment to a specific standard.
- Albany Highway – complete substructure repairs on the bridge over the Crossman River.
- Dawesville Channel Bridge – carry out concrete cracking repairs and protective coating application to maintain structural integrity and extend the serviceable life of the bridge.
- Great Northern Highway Rehabilitation (Kimberley) - this project involves the reconstruction and widening at various locations of the highway (Colourstone and Ellendale). This will reduce road maintenance costs, increase road use efficiency and enhance road safety. Project completion is expected in 2009.
- Kondinin Hyden Road - repair and concrete overlay on the bridge over the Hyden River.
- Railway Crossings - continue maintenance in partnerships with Westnet Rail and the Public Transport Authority of the public rail crossings.

Service 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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^{(a) (c)}	212,688	359,625	455,664	400,079	The increased income reflects Commonwealth funding cashflows for the New Perth-Bunbury Highway.
Less Income	39,017	66,909	44,836	117,343	
Net Cost of Service ^(a)	173,671	292,716	410,828	282,736	
Adjustments ^(b)	22,836	20,456	19,886	23,036	
Appropriation for Delivery of Service ^(a)	196,507	313,172	430,714	305,772	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(c) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Key Efficiency Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Percentage of projects completed on time.....	n/a	n/a	n/a	90%	
Percentage of projects completed on budget.....	n/a	n/a	n/a	90%	
Full Time Equivalents (FTEs)	73	86	128	127	

(a) Refer to explanation of the Revised Main Roads' OBM structure under the heading Outcome and Key Effectiveness Indicators.

Major Achievements For 2007-08

- Broome Highway (Broome Bypass) - a 7.8km link of road from Broome Highway to Port Drive (via Gubinge Road) was completed in December 2007. This road will improve freight efficiency and enhance road safety to the Port of Broome.
- Lancelin-Cervantes Stage One – construction commenced in May 2007 on the 10km section of Indian Ocean Drive from Lancelin to Ocean Farms Estate. Construction works were completed in April 2008. Design for Stage Two completed and project planning to be completed by June 2008.
- Mitchell Freeway (Hodges Drive to Burns Beach Road - the Portmarnock Footbridge over the freeway, including the paths between Winton Avenue, Fairway Circle and Moore Drive Bridge, were opened for public use on 21 October 2007. Construction of the freeway continues.
- Mowen Road (Rosa Brook to Nannup) - completed the widening and concrete overlay on the bridge over St John Brook 8km west of Nannup. This is a part of an ongoing project to improve access for tourism and freight movement, particularly for the transportation of blue gum plantation timber.
- New Perth-Bunbury Highway (Kwinana Freeway Extension/Peel Deviation) – all land for the project is now in government ownership, fencing has been completed and construction is well underway and on schedule. Major environmental issues have been resolved. Earthworks are substantially complete and pavement works have commenced. Construction of drainage structures and bridges is well advanced. The highway is planned to be open to traffic in late 2009.
- North West Coastal Highway - Sanctuary Drive (Coral Bay) was upgraded on behalf of Horizon Power to allow all-weather heavy vehicle access to the new wind turbine power station and other infrastructure. This also involved the upgrading of the North West Coastal Highway/Coral Bay Road intersection and the Coral Bay Road/Sanctuary Drive intersection.
- Mimegarra Road - completed the construction of 15.7km of gravel road connecting the existing Mimegarra Road to the future Indian Ocean Drive, 23km north of the Lancelin turnoff. This new link road provides a connection between Brand Highway and the Stage Two section of Indian Ocean Drive that is being constructed over the next four years. Works were delivered in partnership with the Shire of Dandaragan.
- Muirs Highway (Mount Barker Northern Bypass) - construction of a 4.2km long realignment of the highway on the northern side of Mount Barker commenced in February 2007 and was opened to traffic in April 2008. The new road is designed to provide a more efficient route for heavy vehicles and, by removing these vehicles from the Mount Barker town centre, provide a safer environment for other motorists and pedestrians.

Major Initiatives For 2008-09

- Geraldton Southern Transport Corridor Stage Two – complete contract award process for a design and construct contract. Construction of the 8.7km link from the North West Coastal Highway to the Geraldton Airport is scheduled to commence in late 2008 with completion expected in mid 2010.
- Lancelin-Cervantes Stage Two – the Lancelin to Cervantes coastal road project will complete the last section of Indian Ocean Drive from Perth to Dongara. Stage Two of the project comprises the construction of a 55km long two-lane sealed rural road north of Ocean Farms Estate to Cervantes with side road connections to Nilgen Lookout, the Brand Highway (Meadows and Mimegarra Roads), and both Wedge Island and Grey townships. Realignment of existing intersections for Hangover Bay Road, Pinnacles Desert Drive, Kangaroo Point Road and Cervantes Road will be constructed. The tie-in of Meadows Road to the existing Mimegarra Road will be completed. The work is to be undertaken by direct managed works with construction to commence in July 2008 and scheduled for completion in 2011.
- Mitchell Freeway (Hodges Drive to Burns Beach Road) – construction will continue with planned completion of Hodges Drive Bridge by April 2008, Shenton Avenue Bridge by July 2008, with overall project completion by September 2008.
- Mowen Road (Rosa Brook to Nannup) – ongoing construction and sealing of this local road between Sues Road and Nannup will improve access for tourism and reduce transport costs for the cartage of blue gum plantation timber.
- New Perth-Bunbury Highway (Kwinana Freeway Extension/Peel Deviation) – construction will continue to meet the planned opening of the highway to traffic in late 2009. The whole length of the highway will be opened to traffic at the same time.
- Perth-Bunbury Highway (Bunbury Port Access Road Stage One) – commence construction of the first stage of a new access road to the Bunbury Inner Harbour between South West Highway in Picton and Estuary Drive.

CAPITAL WORKS PROGRAM

- The capital expenditure budgeted for Main Roads in 2008-09 totals \$809.9 million, comprising the purchase of operating assets (\$4.4 million) and roadworks (\$805.5 million) that include improvements to and expansion of the road network in the State.
- Road improvements are aimed at increasing the efficiency of the existing road network as part of an integrated transportation system (including cyclist and pedestrian facilities) through the implementation of improvement works, 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 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Brookton Highway				
Corrigin to Hyden - Widen	24,373	18,535	4,184	2,864
Buildings and Equipment	78,350	47,446	4,224	4,371
Derby Highway				
Derby Spur - Widen and Seal	24,340	13,437	457	4,190
East West Heavy Haulage Route				
Lime Sands Route Stage 1 - Construct	31,823	27,623	816	600
Eyre Highway				
Balladonia East	31,895	31,740	7,184	10
Heartbreak Ridge - Reconstruct	37,805	36,561	31,462	1,084
Geraldton-Mount Magnet Road				
Geraldton Southern Transport Corridor Stage 2 - Construct North West				
Coastal Highway to Geraldton Airport	57,264	833	410	25,000
Gibb River Road				
Derby-Gibb River - Wyndham - Improve Formation, and Gravel	48,184	16,948	3,450	964
Goldfields Highway				
Lake Raeside Section - Reconstruct	28,055	14,055	12,874	11,500
Great Central Road (Outback Highway)				
Laverton to Docker River - Improve Formation and Gravel	26,236	9,736	1,493	1,500
Great Eastern Highway				
Hines Hill to Merredin - Reconstruct	23,578	23,195	5,187	383
Roe Highway - Construct Interchange	63,116	5,601	1,596	622
Great Northern Highway				
Big Mabel Creek Bridge	22,300	572	572	15,300
Bow River Section - Reconstruct	32,185	2,124	1,511	14,672
Elvire to Sandy Creek - Reconstruct and Widen	29,201	1,860	1,703	20,328
Fitzroy Crossing to Gogo - Reconstruct and Widen	5,438	1,854	500	1,700
Fletchers Creek Bridge	18,700	500	500	1,500
Muchea to Wubin - Construct Passing Lanes	88,006	43,097	34,133	39,909
Roe Highway to Muchea - Reconstruct and Widen	58,617	25,092	7,778	11,000
Telegraph Creek Bridge	14,000	500	500	1,500
Karratha-Tom Price Link Road - Stage 2 - Construct and Seal	146,590	137,290	54,811	9,300
Milveannup Coast Road - Improve Formation and Gravel	1,177	900	250	277
Minor Works (includes Black Spot and Urgent Minor Works)	1,763,716	457,402	125,108	127,869
Mitchell Freeway - Hodges Drive to Burns Beach Road - Construct	171,497	139,562	74,726	31,935
Mowen Road - Rosa Brook Road to Nannup - Construct and Seal	14,297	5,673	1,758	2,588
Muir Road - Nyamup to Strachan - Reconstruct	12,904	8,907	2,847	3,997
New Perth-Bunbury Highway - Construct	705,000	428,715	298,304	246,285
Old Coast Road - Australind to Eaton - Construct and Seal including Bridge	17,418	2,152	1,664	1,525
Operational Costs	590,354	252,521	39,102	34,797
Perth-Bunbury Highway - Bunbury Port Access Stage 1 - Construct and Seal				
including Bridges	62,960	6,226	5,093	22,000
Queen Victoria Street - Fremantle Traffic Bridge - Reconfigure Navigation				
Span	81,268	2,012	1,025	500
Safer Roads Program				
Bussell Highway, Vasse to Margaret River - Construct Passing Lanes and				
Improve Intersections	9,426	7,814	3,006	1,612
Bussell Highway/Caves Road - Upgrade Intersection	3,594	1,255	950	2,339
Reid Highway - West Swan Road to Great Northern Highway	81,895	7,330	6,277	52,922
Various Road Safety Initiatives	47,539	21,070	16,431	26,469
Tanami Road - Improve Formation and Drainage	10,399	8,299	1,715	1,100
Various Local Roads - Railway Crossings - Improvements	64,803	29,303	3,342	3,400
Various Local Roads - Blue Gum Plantation - Various Improvements	31,706	11,306	2,138	1,600
Victoria Highway - Kununurra Bypass	10,000	3,375	2,225	3,563
Yabulu Ravensthorpe Nickel Project				
Ravensthorpe to Hopetoun Road - Reconstruct and Widen	725	525	295	200
South Coast Highway - Various Improvement Works	10,133	9,376	1,588	757

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Albany Ring Road				
Chester Pass Road to Albany Highway - Construct and Seal	15,942	15,942	148	-
Stage 2 - South West Highway to Port - Land Acquisition	3,700	3,700	2,810	-
Stage 3 - Albany Highway to South Western Highway - Land Acquisition	3,300	3,300	800	-
Broome Highway - Broome Bypass - Construct Stages 1 to 3.....	25,741	25,741	13,361	-
Cervantes-Greenhead Road - Lancelin to Cervantes - Stage 1	32,044	32,044	25,273	-
Eyre Highway - Caiguna East/Balladonia - Reconstruct	45,154	45,154	1,109	-
Freight Network Review - Various Highways	1,458	1,458	1,074	-
Geraldton-Mt Magnet Road - Geraldton Southern Transport Corridor				
Stage 1 - Construct.....	82,298	82,298	528	-
Graham Farmer Freeway - Design and Construct.....	387,210	387,210	29	-
Great Eastern Highway				
Clackline Bypass - Construct.....	9,500	9,500	3,611	-
Merredin to Walgoolan - Reconstruct	26,535	26,535	123	-
Sawyers Valley to The Lakes	-	2,300	2,300	-
Walgoolan to Southern Cross - Reconstruct	3,000	3,000	2,245	-
Wooroloo to Northam - Construct Passing Lanes	3,501	3,501	231	-
Kwinana Freeway - Interchanges and Extension - Design and Construct.....	159,000	159,000	9	-
Leach Highway - Orrong Road - Construct Interchange	25,646	25,646	508	-
Mt Magnet-Agnew-Youanmi Road - Youanmi Turnoff to Agnew - Design, Construct and Seal	63,594	63,594	5	-
Muir Road				
Mount Barker Northern Bypass - Construct.....	13,294	13,294	6,154	-
Northern Bypass - Denmark Mount Barker Road - Widen and Seal.....	8,000	8,000	5,135	-
North West Coastal Highway - Carnarvon Flood Mitigation Works	4,500	4,500	1,399	-
Perth-Bunbury Highway - Gordon Road Bridge - Construct.....	2,768	2,768	6	-
Port Beach Road - North Fremantle - Realign and Construct.....	2,832	2,832	338	-
Roe Highway				
Nicholson Road To South Street - Construct and Seal	32,573	32,573	152	-
South Street To Kwinana Freeway - Construct and Seal Including Bridges	75,762	75,762	1,394	-
Welshpool Road To Nicholson Road - Construct and Seal	77,276	77,276	37	-
South Street - Pinetree Gully Road - Construct Pedestrian Overpass.....	3,033	3,033	592	-
South Western Highway				
Bendall to Greenbushes	8,984	8,984	2,893	-
Hester Hill to Bridgetown.....	4,109	4,109	3,613	-
Wokalup to Roelands - Widen and Construct Passing Lanes	3,308	3,308	2,050	-
Toodyay Road - Construct Passing Lanes.....	4,357	4,357	49	-
NEW WORKS				
Cervantes-Greenhead Road - Lancelin to Cervantes - Stage 2	110,000	-	-	25,000
Great Eastern Highway - Kooyong Road to Tonkin Highway	224,818	-	-	500
Great Northern Highway - Pinga Street and Wallwork Road, Port Hedland	12,033	-	-	11,591
Kwinana Freeway - Freight Management System	58,879	-	-	311
Safer Roads Program - Program 2	58,000	-	-	22,000
Tonkin Highway - Kewdale Road Interchange.....	64,789	-	-	622
Various Link Roads - Upgrade	14,613	-	-	14,613
Wanneroo Road - Wallawa Street to Joondalup Drive - Construct Dual Carriageway	27,828	-	-	1,243
	6,731,402	3,212,143	841,165	809,912

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	600,184	705,905	841,165	809,912	536,718	622,660	592,366
Loan and Other Repayments	35,730	32,580	32,580	6,730	145,296	5,000	5,000
	635,914	738,485	873,745	816,642	682,014	627,660	597,366
LESS							
Asset Sales	10,237	13,000	13,000	17,000	14,300	2,000	2,000
Borrowings	-	-	140,000	-	-	-	-
Commonwealth Grants	103,589	114,990	90,347	151,914	219,061	230,831	269,989
Drawdowns from the Holding Account	27,917	32,470	32,470	37,269	42,274	42,979	46,907
Funding included in Service Appropriations ^(a) ..	111,057	115,403	60,396	51,373	68,392	87,998	76,522
Internal Funds and Balances	87,582	54,288	55,191	101,157	83,381	6,924	-
Other	11,843	2,172	2,204	6,044	-	-	-
Capital Contribution	283,689	406,162	480,137	451,885	254,606	256,928	201,948

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	79,873	79,435	84,141	86,845	89,318	87,176	87,635
Superannuation	9,138	9,150	9,800	10,110	10,410	10,300	10,500
Grants and subsidies ^(b)	87,910	103,680	181,570	145,301	105,309	106,186	106,723
Supplies and services	675,934	746,413	915,519	923,109	692,431	777,251	787,789
Accommodation	14,045	11,178	12,808	13,113	13,526	13,646	14,041
Finance costs	5,248	4,485	4,485	3,156	2,719	2,351	1,984
Capital user charge ^(c)	64,774	-	-	-	-	-	-
Depreciation and amortisation	155,355	175,157	178,314	188,884	198,213	207,919	218,707
Other expenses	61,327	36,298	53,568	41,272	39,032	40,493	41,687
TOTAL COST OF SERVICES.....	1,153,604	1,165,796	1,440,205	1,411,790	1,150,958	1,245,322	1,269,066
Income							
User charges and fees.....	28,507	2,351	18,816	6,152	875	1,001	575
Gain on disposal of non-current assets	5,146	1,800	1,800	800	800	200	200
Grants and subsidies	159,981	138,158	128,347	187,490	275,171	283,303	326,419
Interest revenue	19,557	14,996	14,996	9,654	4,735	1,619	-
Rent	2,582	-	2,200	2,200	2,200	2,200	2,200
Other revenue	1,841	102,300	87,500	177,100	194,900	1,300	1,300
Total Income.....	217,614	259,605	253,659	383,396	478,681	289,623	330,694
NET COST OF SERVICES ^(c)	935,990	906,191	1,186,546	1,028,394	672,277	955,699	938,372
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	488,990	487,609	455,070	498,363	556,182	584,659	627,932
Resources received free of charge	377	-	-	-	-	-	-
Liabilities assumed by the Treasurer	2,057	1,890	1,890	1,980	2,060	2,140	2,140
TOTAL INCOME FROM STATE GOVERNMENT.....	491,424	489,499	456,960	500,343	558,242	586,799	630,072
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(444,566)	(416,692)	(729,586)	(528,051)	(114,035)	(368,900)	(308,300)
Extraordinary items	528,214	576,665	764,360	742,202	457,457	523,370	502,388
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	83,648	159,973	34,774	214,151	343,422	154,470	194,088

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 992, 1,011 and 1,011 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

(c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

BALANCE SHEET
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	25,636	82,307	48,443	38,338	37,358	18,776	22,681
Restricted cash	301,823	231,751	247,334	152,851	73,415	64,383	64,383
Receivables	21,382	12,682	14,973	14,339	12,998	11,507	14,490
Inventories.....	22,106	14,364	19,406	7,706	7,706	7,706	7,706
Interest receivable	4,930	3,750	4,280	2,944	2,895	939	939
Amounts receivable for services.....	32,470	37,269	37,269	42,274	42,979	46,907	46,907
Prepayments	4,237	1,936	4,237	4,237	4,237	4,237	4,237
Other.....	615	-	615	615	615	615	615
Total current assets	413,199	384,059	376,557	263,304	182,203	155,070	161,958
NON-CURRENT ASSETS							
Amounts receivable for services.....	748,319	849,716	846,023	946,675	1,053,637	1,163,973	1,282,447
Land and buildings.....	16,533,040	11,776,875	16,516,926	16,521,736	16,509,301	16,509,123	16,510,120
Receivables	598	-	-	-	-	-	-
Plant and equipment.....	7,484	6,333	7,423	7,154	6,899	6,477	6,790
Roads network	10,768,104	11,864,785	11,885,316	13,003,673	13,964,344	14,818,984	15,675,198
Infrastructure	-	14,987	-	-	-	-	-
Inventories.....	54,521	16,883	46,021	41,522	40,322	38,522	36,722
Intangibles.....	514	447	384	264	154	254	184
Total non-current assets.....	28,112,580	24,530,026	29,302,093	30,521,024	31,574,657	32,537,333	33,511,461
TOTAL ASSETS.....	28,525,779	24,914,085	29,678,650	30,784,328	31,756,860	32,692,403	33,673,419
CURRENT LIABILITIES							
Superannuation	160	156	160	160	160	160	160
Payables ^(a)	22,179	26,332	25,204	26,229	27,229	21,229	23,209
Provision for employee entitlements	23,291	21,578	23,291	23,291	23,291	23,291	23,291
Borrowings.....	32,580	6,594	146,730	145,296	5,000	5,000	5,000
Moneys in trust	1,009	756	1,009	1,009	1,009	1,009	1,009
Interest payable	1,250	1,883	1,121	789	680	588	496
Accrued salaries	1,846	381	1,846	1,846	1,846	1,846	1,846
Other.....	135,434	90,767	132,313	134,191	136,191	122,191	127,191
Total current liabilities.....	217,749	148,447	331,674	332,811	195,406	175,314	182,202
NON-CURRENT LIABILITIES							
Payables	706	449	706	706	706	706	706
Provision for employee entitlements	4,649	4,320	4,649	4,049	4,049	4,049	4,049
Borrowings.....	42,792	36,198	36,062	30,766	25,766	20,766	15,766
Total non-current liabilities	48,147	40,967	41,417	35,521	30,521	25,521	20,521
TOTAL LIABILITIES.....	265,896	189,414	373,091	368,332	225,927	200,835	202,723
EQUITY							
Contributed equity	1,417,357	1,847,272	1,910,823	2,332,708	2,587,314	2,844,242	3,046,190
Accumulated surplus/(deficit)	9,867,128	10,010,342	9,901,902	10,116,053	10,459,475	10,613,945	10,808,033
Reserves	16,975,398	12,867,057	17,492,834	17,967,235	18,484,144	19,033,381	19,616,473
Total equity.....	28,259,883	24,724,671	29,305,559	30,415,996	31,530,933	32,491,568	33,470,696
TOTAL LIABILITIES AND EQUITY	28,525,779	24,914,085	29,678,650	30,784,328	31,756,860	32,692,403	33,673,419

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	372,195	354,204	320,097	355,437	406,241	427,416	462,551
Capital contribution	283,689	406,162	480,137	451,885	254,606	256,928	201,948
Holding account drawdowns	27,917	32,470	32,470	37,269	42,274	42,979	46,907
Net cash provided by State Government.....	683,801	792,836	832,704	844,591	703,121	727,323	711,406
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(31,865)	(29,115)	(33,821)	(37,020)	(38,110)	(38,995)	(38,329)
Superannuation	(4,307)	(3,996)	(4,646)	(4,742)	(4,872)	(4,807)	(5,581)
Grants and subsidies	(83,673)	(103,680)	(106,286)	(106,864)	(105,309)	(106,186)	(106,723)
Supplies and services	(197,722)	(232,131)	(219,542)	(247,825)	(303,766)	(342,110)	(347,613)
Accommodation.....	(9,558)	(7,740)	(9,370)	(9,576)	(9,863)	(9,983)	(10,341)
Finance costs	(5,881)	(4,485)	(4,614)	(3,488)	(2,828)	(2,443)	(2,076)
Capital user charge ^(a)	(64,774)	-	-	-	-	-	-
Goods and services tax	(71,409)	(80,160)	(85,540)	(86,568)	(87,457)	(76,600)	(102,312)
Other.....	(25,989)	(11,701)	(10,071)	(11,458)	(11,784)	(12,093)	(12,318)
Receipts							
User charges and fees.....	29,080	5,304	24,921	6,577	2,768	1,059	693
Grants and subsidies	159,623	138,158	128,347	187,490	275,171	283,303	326,419
Interest received.....	14,643	15,646	15,646	10,990	4,784	3,575	-
Goods and services tax	68,091	78,427	83,654	86,108	87,207	77,933	99,211
Other receipts	3,899	1,300	6,500	3,500	3,500	3,500	3,500
Net cash from operating activities.....	(219,842)	(234,173)	(214,822)	(212,876)	(190,559)	(223,847)	(195,470)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(500,692)	(580,889)	(769,984)	(746,573)	(461,982)	(528,090)	(509,031)
Proceeds from sale of non-current assets	10,237	13,000	13,000	17,000	14,300	2,000	2,000
Net cash from investing activities.....	(490,455)	(567,889)	(756,984)	(729,573)	(447,682)	(526,090)	(507,031)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(35,730)	(32,580)	(32,580)	(6,730)	(145,296)	(5,000)	(5,000)
Proceeds from borrowings	-	-	140,000	-	-	-	-
Net cash from financing activities	(35,730)	(32,580)	107,420	(6,730)	(145,296)	(5,000)	(5,000)
NET INCREASE/(DECREASE) IN CASH HELD	(62,226)	(41,806)	(31,682)	(104,588)	(80,416)	(27,614)	3,905
Cash assets at the beginning of the reporting period	389,685	355,864	327,459	295,777	191,189	110,773	83,159
Cash assets at the end of the reporting period.....	327,459	314,058	295,777	191,189	110,773	83,159	87,064

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	1,153,604	1,165,796	1,440,205	1,411,790	1,150,958	1,245,322	1,269,066
Less Capital User Charge.....	64,774	-	-	-	-	-	-
Adjusted Total Cost of Services ^(a)	1,088,830	1,165,796	1,440,205	1,411,790	1,150,958	1,245,322	1,269,066
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ...	488,990	487,609	455,070	498,363	556,182	584,659	627,932
Less Appropriation Capital User Charge	64,774	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	424,216	487,609	455,070	498,363	556,182	584,659	627,932

- (a) The adjusted total cost of services does not reflect the cost of services in the Service and Appropriation summary due to the latter's exclusion of retired non-current fixed assets expense and income/expenditure relating to non-current fixed assets transferred from/to other agencies or local authorities.

SCHEDULE OF ADMINISTERED EXPENSES AND INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Receipts paid into Consolidated Account.....	4,263	3,100	4,200	4,200	4,100	4,100	4,100
TOTAL ADMINISTERED EXPENSES ^(a)	4,263	3,100	4,200	4,200	4,100	4,100	4,100
INCOME							
Regulatory fees and fines.....	4,263	3,100	4,200	4,200	4,100	4,100	4,100
TOTAL ADMINISTERED INCOME ^(b)	4,263	3,100	4,200	4,200	4,100	4,100	4,100

- (a) Further information is provided in the table 'Details of the Administered Transactions Expenses'.
 (b) Further information is provided in the table 'Details of the Administered Transactions Income'.

SCHEDULE OF ADMINISTERED PAYMENTS AND RECEIPTS

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASH OUTFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Receipts paid into Consolidated Account.....	(4,263)	(3,100)	(4,200)	(4,200)	(4,100)	(4,100)	(4,100)
TOTAL ADMINISTERED CASH OUTFLOWS	(4,263)	(3,100)	(4,200)	(4,200)	(4,100)	(4,100)	(4,100)
CASH INFLOWS FROM ADMINISTERED TRANSACTIONS							
Operating Activities							
Regulatory fees and fines.....	4,263	3,100	4,200	4,200	4,100	4,100	4,100
TOTAL ADMINISTERED CASH INFLOWS.....	4,263	3,100	4,200	4,200	4,100	4,100	4,100
NET CASH INFLOWS/(OUTFLOWS) FROM ADMINISTERED TRANSACTIONS.....	-	-	-	-	-	-	-

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES ^(a)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual ^(b) \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
State Road Funds Applied to Roadworks on the Local Government Road Network – Capital ^{(b) (c)}	50,567	51,020	56,310	62,043	65,134	66,776	67,923
State Road Funds Applied to Roadworks on the Local Government Road Network – Recurrent ^{(b) (c)}	55,423	57,347	56,056	54,603	57,631	62,281	64,241
TOTAL.....	105,990	108,367	112,366	116,646	122,765	129,057	132,164

- (a) This table reflects the total funding applied to the local authority network. Accordingly, the table includes funding directly expended on local authority roadworks by Main Roads and to this extent will not correspond with amounts disclosed in Grants and Subsidies in the Income Statement.
- (b) 2007-08 estimated actual expenditure includes the completion of works funded in 2006-07.
- (c) Yearly expenditures reflect the increase funding that results from higher Vehicle Licence Fee collections.

DETAILS OF THE ADMINISTERED TRANSACTIONS EXPENSES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
GRANTS TO CHARITABLE AND OTHER PUBLIC BODIES							
Receipts Paid into Consolidated Account	4,263	3,100	4,200	4,200	4,100	4,100	4,100
TOTAL.....	4,263	3,100	4,200	4,200	4,100	4,100	4,100

DETAILS OF THE ADMINISTERED TRANSACTIONS INCOME

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
TAXATION							
Permits - Oversize Vehicles and Loads.....	4,263	3,100	4,200	4,200	4,100	4,100	4,100
TOTAL.....	4,263	3,100	4,200	4,200	4,100	4,100	4,100

PUBLIC TRANSPORT AUTHORITY OF WESTERN AUSTRALIA

PART 9 - MINISTER FOR PLANNING AND INFRASTRUCTURE

DIVISION 45

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 83 Net amount appropriated to deliver services ^(a)	518,545	572,840	604,185	633,157	658,450	693,674	742,690
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 ^(b)	353	369	374	384	395	407	419
Total appropriations provided to deliver services	518,898	573,209	604,559	633,541	658,845	694,081	743,109
CAPITAL							
Item 159 Capital Contribution	1,316,946	74,647	124,944	56,677	55,374	56,285	50,720
GRAND TOTAL	1,835,844	647,856	729,503	690,218	714,219	750,366	793,829

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) The recommendation by the Salaries and Allowances Tribunal of 4 April 2008 in relation to senior public servants' salaries was received after the finalisation of agencies' individual financial projections. Accordingly, a provision for the total cost is reflected in the 'Authorised by Other Statutes' appropriations and financial statements of the administered activities of the Department of Treasury and Finance (Budget Paper No. 2 Volume 1). This provision will be reflected in agencies' estimates following the release of the 2008-09 Budget.

MISSION

To increase the use of public transport by providing customer focused, safe and cost effective passenger transport services with the aim of making public transport an attractive and sustainable choice for connecting people and places.

SIGNIFICANT ISSUES AND TRENDS

- Accessible and reliable public transport is important in enhancing the quality of life and wellbeing for Western Australia's growing population.
- As well as housing affordability, transport affordability is becoming a major issue. Transport costs now account for 15.6 per cent of average Australian household budgets. The percentage rises significantly with fuel price increases.
- The trend towards urbanisation and concentration in the coastal strip continues. Promotion of the benefits of public transport is likely to motivate the increased use of public transport.
- Public transport is of particular significance to people with disabilities, their families and carers. The public transport system is being enhanced and designed to meet these needs.
- Improved regional infrastructure and services are essential to ensure regional strength and vigour. Access to fairly priced public transport services that link communities, providing access to health services and employment opportunities, including transport to schools, is essential.

- Perth has one of the world's highest levels of car ownership. This inevitably places heavy demands on road infrastructure causing congestion during peak periods. Increased traffic congestion causes environment and social challenges. Congestion is rarely successfully dealt with by expansion of the road infrastructure, which is quickly consumed by more cars. Congestion is most effectively managed by the provision of the option of fast, efficient and high frequency public transport.
- The community is showing increased awareness of the adverse environmental, social and health impacts of high car usage. Engaging and involving the community in future development will optimise the use of public transport infrastructure.
- Growing public acceptance and acknowledgement of the likely impact of 'peak oil', resulting in inevitable rises in domestic fuel costs particularly for motorists. This increases the importance of mass public transit and therefore the role of public transport systems in future years.
- The rail freight network provides opportunities to improve access to ports and inter-modal facilities contributing to increases in rail haulage of freight. In areas such as Geraldton, Fremantle, Kwinana and Kewdale, the Public Transport Authority is working with the private sector and other Government agencies to increase rail corridor utilisation and therefore reduce congestion and safety hazards on roads, reduce greenhouse gas emissions and improve community amenity.

MAJOR POLICY DECISIONS

Details of major policy decisions impacting on the Authority's Income Statement since publication of the 2007-08 Budget to Parliament on 10 May 2007 are outlined below.

	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Joondalup CAT Services Extension - One Year Trial	563	-	-	-
Western Australian Special Veterans Trips on Great Southern Railways	290	299	308	317

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
Service 1:							
Metropolitan and Regional Passenger Services	486,992	563,460	590,950	619,008			
Service 2:							
Country Passenger Rail and Road Coach Services	42,160	41,132	47,517	45,609			
Service 3:							
Regional School Bus Services	77,641	93,998	91,022	98,858			
Service 4:							
Rail Corridor And Residual Freight Issues Management	25,629	60,723	62,470	26,208			
Total Cost of Services ^(a)	632,422	759,313	791,959	789,683	816,669	854,663	904,545
Less Income ^(d)	154,486	189,407	174,069	162,600	164,282	167,040	167,894
Net Cost of Services ^(a)	477,936	569,906	617,890	627,083	652,387	687,623	736,651

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Adjustments ^(b)	40,962	3,303	(13,331)	6,458	6,458	6,458	6,458
Appropriation Provided to Deliver Services ^(a)	518,898	573,209	604,559	633,541	658,845	694,081	743,109
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	1,316,946	74,647	124,944	56,677	55,374	56,285	50,720
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS.....	1,835,844	647,856	729,503	690,218	714,219	750,366	793,829

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.
- (d) Resources received free of charge for \$2.1 million is included in Income.

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 PERFORMANCE INFORMATION

Relationship to Government Goals

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcomes	Services
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	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

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Outcome: Accessible, reliable and safe public transport system.					
Use of public transport - passengers per service kilometre: ^(b)					
- Metropolitan Bus Services	1.29	1.32	1.30	1.35	Full year impact of boardings on feeder bus services to the Mandurah Line. With the full year operation of the Mandurah Line, the projected increase in service kilometre will result in a reduction in average boardings per service kilometre.
- Metropolitan Train Services	4.25	3.36	3.50	3.30	
- Metropolitan Ferry Services	15.80	16.86	13.33	13.62	
- Regional Bus Services	0.85	0.85	0.85	0.85	
- Country Passenger Rail Services	0.27	0.28	0.28	0.28	
- Country Passenger Road Coach Services	0.07	0.08	0.07	0.07	
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	74%	74%	74%	75%	
Metropolitan and regional passenger services reliability:					
- Bus services within four minutes of scheduled time	86%	85%	83%	85%	The on time running is lower for 2007-08 Estimated due to delays on account of civil works, change in train schedules, driver training and track testing prior to the commencement of the Southern Suburbs Railway.
- Trains arriving within four minutes of scheduled time ^(c)	91%	95%	91%	95%	
- Ferries arriving within three minutes of scheduled time	100%	98%	98%	98%	
Country Passenger Rail and Road Coach Services reliability:					
- Prospector arriving within 15 minutes of scheduled time	77%	80%	60%	80%	Track works on the Eastern Goldfields Line will conclude in early 2008-09 and will significantly improve on time running.
- Australind arriving within 10 minutes of scheduled time	92%	90%	85%	80%	Track works are expected to begin on the South West Line in early 2008-09 and will significantly affect on time running.
- MerredinLink arriving within 10 minutes of scheduled time	89%	95%	87%	95%	Track works on the Eastern Goldfields Line will conclude in early 2008-09 and will significantly improve on time running.
- AvonLink arriving within 10 minutes of scheduled time	99%	95%	98%	95%	
- Road Coaches arriving within 10 minutes of scheduled time	96%	95%	97%	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:	97%	96%	97%	97%	

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Level of overall customer satisfaction - customer satisfaction index:					
- Metropolitan Bus Services	81%	82%	82%	82%	
- Metropolitan Train Services	87%	92%	90%	92%	
- Metropolitan Ferry Services	96%	96%	96%	96%	
- Country Passenger Rail and Road Coach Services	89%	90%	90%	90%	
Customer perception of safety - independent external surveys:					
- Train station - Daytime	96%	96%	96%	96%	
- On-board train - Daytime	98%	97%	97%	97%	
- Train station - Night-time	58%	65%	60%	65%	
- On-board train - Night-time	71%	75%	75%	75%	
- Bus station - Daytime	95%	95%	95%	95%	
- On-board bus - Daytime	98%	99%	99%	99%	
- Bus station - Night-time	68%	67%	68%	68%	
- On-board bus - Night-time	83%	85%	83%	83%	
Level of notifiable safety occurrences - notifiable occurrences:					
Category A occurrences per million passenger boardings ^(d)	0.47	0.60	0.63	0.60	2007-08 Estimated is slightly above budget figure and is attributed to an increase in fatal incidents on the system that is beyond the Authority's control. Excluding these incidents the Category 'A' notifiable occurrences have reduced.
- Category A occurrences per million train kilometres ^(d)	1.70	2.20	2.16	2.20	
- Category B occurrences per million passenger boardings ^(e)	17.74	18.00	12.61	13.00	
- Category B occurrences per million train kilometres ^(e)	66.08	62.00	42.01	42.00	
- Regional school bus services: notifiable occurrences (accidents) reported each school year	13	10	10	10	
Outcome: Protection of the long term functionality of the rail corridor and railway infrastructure.					
Number of lease breaches ^(f)	Nil	Nil	Nil	Nil	

(a) More details of effectiveness indicators are provided in the annual report.

(b) Metropolitan services are provided by Transperth, with country passenger and road coach services delivered by Transwa.

(c) This Key Performance Indicator has now been changed to less than four minutes in 2007-08 as against less than three minutes in 2006-07 due to increased journey times and to ensure consistency across Transperth operations and other Australian rail operators.

(d) 'Category A' incidence represents serious injury, death or significant damage.

(e) 'Category B' incidence represents an incidence that has a potential to cause a serious accident.

(f) Under the terms and conditions of the Railway Infrastructure Lease, an independent inspection of the railway infrastructure is carried out every five years and the targeted outcome is a nil lease breach.

Service 1: Metropolitan and regional passenger services

Provision of customer focused, safe and cost effective passenger transport to the metropolitan area and regional towns.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	486,992	563,460	590,950	619,008	Additional revenue due to the full year effect of the Mandurah line and an increase in fares.
<i>Less Income.....</i>	109,135	125,194	121,649	137,980	
Net Cost of Service ^(a)	377,857	438,266	469,301	481,028	Due to a transfer of assets from the New MetroRail project to Local Government in 2007-08 Estimated Actual.
Adjustments ^(b)	6,294	(8,801)	(9,797)	992	
Appropriation for Delivery of Service ^(a)	384,151	429,465	459,504	482,020	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per passenger kilometre:					
- Transperth Bus Operations	\$0.70	\$0.68	\$0.75	\$0.76	With the full year operation of the Mandurah Line, passenger kilometres are expected to increase, resulting in a reduction in average cost.
- Transperth Train Operations.....	\$0.84	\$0.77	\$0.81	\$0.72	
- Transperth Ferry Operations.....	\$1.40	\$1.30	\$1.43	\$1.46	
Average cost per 1,000 place kilometres:					
- Transperth Bus Operations	\$70.71	\$71.02	\$76.56	\$80.66	Total cost is projected to increase by 6% and a marginal increase in passenger place kilometres resulting in average cost increasing by 5%. Reduction in 2008-09 reflects the full year operation of the Mandurah Line.
- Transperth Train Operations.....	\$74.99	\$53.22	\$65.23	\$54.30	
- Transperth Ferry Operations.....	\$157.34	\$155.55	\$155.63	\$159.13	
- Regional Bus Services	\$57.52	\$68.37	\$70.66	\$73.42	Due to an increase of 2.2% in projected total cost while passenger place kilometres remain unchanged.
Total passenger place kilometres (millions):					
- Transperth Bus Operations	3,592.50	3,671.90	3,655.70	3,677.10	Due to Mandurah Line services operating for a full year in 2008-09.
- Transperth Train Operations.....	2,998.30	5,425.70	4,389.00	5,669.70	
- Transperth Ferry Operations.....	4.86	4.90	4.86	4.86	
- Regional Bus Services	176.70	184.00	179.90	182.40	
Full Time Equivalents (FTEs)	1076	1254	1215	1247	

Major Achievements For 2007-08

- Commenced services on the new 72km southern suburbs railway, including 11 new rail stations, a new southern suburbs bus feeder network and changes to southern bus route infrastructure in December 2007.
- Fare zone boundaries across the Transperth network were re-aligned to provide greater equity across the system.

- Continued construction of the new Victoria Park Station, the upgrade of Kelmscott Station and the restoration works of Fremantle Station.
- Commenced the design of Whitfords and Stirling car parks and the expansion of Edgewater and Greenwood car parks under the Northern Car Park Extension Program.
- Installed a railcar wheel lathe at the Nowergup train depot.
- Continued installation of new ticket vending machines.
- Commenced planning and design of the James Street Bus Bridge in conjunction with the Perth Arena project.
- Continued concrete re-sleepering on the Armadale line.
- Completed accessibility upgrades to the Perth Busport and Karrinyup bus stations, as well as Joondalup, Glendalough and Cannington rail stations.
- Commenced operation of additional Pay'n Display car parks at Clarkson, Greenwood and Thornlie stations.
- Continued roll-out of Recording and Passenger Information Dissemination system into 'A' series railcars.
- Completed installation of Customer Information System.
- Completed Claisebrook Depot Office and Perth Station signage upgrade.
- Installed and commissioned Compressed Natural Gas (CNG) refuelling infrastructure for Welshpool bus depot.
- Delivery of 72 CNG powered, low floor, air-conditioned buses in accordance with Bus Acquisition Program (65 for the Metropolitan areas and seven for the Regional areas).
- Completed a comprehensive review of the public school bus service in Collie. Re-designed routes and trip timings to better meet community and school needs.
- Extended fare paying school bus services to developing suburbs in Bunbury.
- Modified zonal boundaries in Albany and Geraldton to achieve equity in these towns for student fares. Public school bus services were improved in both towns to cater for demand growth.
- The Authority has subsidised the weekly Kalgoorlie to Laverton road coach service since October 2007.
- Completed on-site audits for all contractors providing regional bus services.
- Commenced rollout of the magnetic strip ticketing system on regional town bus services, with the first change over to the Kalgoorlie service.

Major Initiatives For 2008-09

- Complete Stage One construction at Edgewater and Greenwood car parks and continue planning and design for Stage Two and Three of the Northern Car Park Extension Program.
- Delivery and commissioning of the first two of 15 new Electric Multiple Unit railcar sets ('B' series trains).
- Extension of evening peak period frequencies for feeder bus services supporting the Joondalup train line, so that better bus services away from rail stations on this line are available for longer periods in the evening.
- Complete design and commence construction of weather protection and freeway noise alleviation improvements to Edgewater Station.

- Implement a one year trial of a second Joondalup CAT route to link the Joondalup business area and the Arena Joondalup with Joondalup Station.
- Delivery of 80 CNG powered buses in line with the acquisition program (65 for Metropolitan area replacements and 15 to allow for regional area replacements).
- Commence construction of the James Street Bus Bridge in conjunction with the Perth Arena project.
- Commence planning for a new rail station at South Perth.
- Commence acquisition of a new Transperth ferry to replace the ageing 'Countess II.'
- Commence upgrading the Karrinyup Bus depot, enabling CNG refuelling capacity.
- Complete the concrete re-sleepering of the Armadale Line.
- Commence planning for accessibility improvements at existing rail stations.
- Complete installation of new ticket vending machines on all rail stations and the two ferry jetties.
- Implement enhancements to the train control system to include automatic route setting.
- Commence Stage Two of Armadale rail station car park works.
- Review of the Bunbury town bus service timetable in order to improve connection times between Bunbury City Transit services and other train and bus services in the area.
- Review of bus services in the towns of Albany, Geraldton and Karratha to provide services to new sub-divisions in these towns and streamline all existing services.
- Complete the implementation of the magnetic strip ticketing system for the remainder of the larger regional town bus services.

Service 2: Country Passenger Rail and Road Coach Services

Provision of customer focused, safe and cost effective passenger transport to regional communities.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	42,160	41,132	47,517	45,609	The reduction in costs in 2008-09 Budget Estimate is due to lower depreciation expense.
<i>Less Income</i>	9,774	10,205	10,205	10,205	
Net Cost of Service ^(a)	32,386	30,927	37,312	35,404	
Adjustments ^(b)	(1,076)	-	-	-	
Appropriation for Delivery of Service ^(a)	31,310	30,927	37,312	35,404	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per passenger kilometre:					
- Transwa Rail.....	\$0.37	\$0.32	\$0.41	\$0.38	
- Transwa Road Coaches	\$0.19	\$0.19	\$0.21	\$0.22	
Average cost per 1,000 place kilometres:					
- Transwa Rail.....	\$225.74	\$177.31	\$220.43	\$205.59	Decreased depreciation charges have reduced total cost.
- Transwa Road Coaches	\$76.93	\$85.90	\$87.97	\$89.86	
Total passenger place kilometres (millions):					
- Transwa Rail.....	130.31	148.47	148.47	148.47	
- Transwa Road Coaches	174.39	172.37	167.87	167.87	
Full Time Equivalents (FTEs)	110	131	134	135	

Major Achievements For 2007-08

- Commissioned new high level rail platforms at Doodlakine and Meckering for the Prospector and MerredinLink passenger rail services.
- Upgraded Australind railcar interiors.
- Continued to provide Prospector services using a combination of rail and coach services during major track work on the Eastern Goldfields Line.

Major Initiatives For 2008-09

- Improve customer service for Transwa patrons through a range of Internet based facilities including a web-based call centre and increase online booking functionality.
- Implement changes to Transwa coach services in the Mid West region to improve both interconnection to and from Perth, and service capacity on Saturdays.
- Improve on-time running of the Prospector service.
- Commence seating upgrades on the Australind railcars.

Service 3: Regional School Bus Services

Provision of regional school bus transport to Western Australian school students.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	77,641	93,998	91,022	98,858	Due to the funding for the provision of seatbelts on school buses.
<i>Less Income</i>	1,295	330	1,680	1,680	
Net Cost of Service ^(a)	76,346	93,668	89,342	97,178	
Adjustments ^(b)	4,521	-	-	-	
Appropriation for Delivery of Service ^(a)	80,867	93,668	89,342	97,178	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Average cost per 1,000 place kilometres: - student bus services	\$89.62	\$100.70	\$92.81	\$106.45	The variance is due to the provision of seatbelts on school buses.
Total passenger place kilometres: - student bus services (millions)	806.0	869.0	856.5	871.0	The impact of the new school bus services and additional place kilometres derived from the seat belt program and compulsory Year 12 was over-estimated in 2007-08.
Full Time Equivalents (FTEs)	36	37	37	39	

Major Achievements For 2007-08

- Continued implementation of seatbelts on all government funded school buses contracted to the Public Transport Authority in accordance with Government policy.

Major Initiatives For 2008-09

- Continue review of school bus services in rural Western Australia and Metropolitan Perth to maximise service delivery and efficiencies.
- Continue the implementation of seatbelts on all government funded school buses in accordance with government policy.
- Review air-conditioning policy.

Service 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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	25,629	60,723	62,470	26,208	Included in 2007-08 Estimated Actual is \$37.1 million for the Eastern Goldfields Railway (EGR) project. Included in 2007-08 Estimated Actual is \$28.1 million from the Commonwealth for the EGR project.
<i>Less Income</i>	34,282	53,678	40,535	12,735	
Net Cost of Service ^(a)	(8,653)	7,045	21,935	13,473	This is due to a State Government appropriation of \$9 million received in 2006-07 mainly for the EGR project.
Adjustments ^(b)	31,223	12,104	(3,534)	5,466	
Appropriation for Delivery of Service ^(a)	22,570	19,149	18,401	18,939	

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Total cost of managing the rail freight corridor and residual freight issues ^(a)	\$49,723,000	\$60,723,000	\$62,470,000	\$26,208,000	Included in 2007-08 Estimated is \$37.1 million for the EGR project.
Full Time Equivalents (FTEs)	14	16	21	21	

(a) Under the terms and conditions of the Railway Infrastructure Lease, an independent inspection of the Railway Infrastructure is carried out every five years.

Major Achievements For 2007-08

- Commenced redevelopment of the Kewdale freight terminal.
- Ongoing development of Land and Transport Information Systems as an information and navigation tool with respect to contaminated sites and the asbestos register.

Major Initiatives For 2008-09

- Continue redevelopment of the Kewdale freight terminal.
- Ongoing development of Land and Transport Information Systems as an information and navigation tool with respect to contaminated sites and the asbestos register.

CAPITAL WORKS PROGRAM

The Public Transport Authority of Western Australia's planned capital works program for 2008-09 is \$218.7 million, comprising \$172.9 million for works in progress and \$45.8 million for new works.

Key projects contained within the capital works program are aimed at maintaining, improving and expanding public transport infrastructure. These works include:

- Buildings, stations, depots and associated works:
 - complete the Stage One extension of the existing car parks at Edgewater and Greenwood Rail Stations. Commence Stage Two works for Greenwood and Whitfords rail station car parks;
 - the 'Building Better Stations' program, including the completion of the upgrade at Kelmscott station, commission the new Victoria Park station, continue the restoration works at the Fremantle station and initiate planning and design work at Maddington station;
 - complete design and commence construction of major improvements to the Edgewater station;
 - continuation of the Accessible Public Transport Upgrade program to provide access for people with disabilities and commence Stage Two of the Disability Access for Intermediate and Minor Rail stations;
 - commence redevelopment of the Karrinyup bus depot including the provision of CNG refuelling capacity;
 - construction of the new James Street Bus Bridge to improve access to Wellington Street Bus station in conjunction with the Perth Arena project;
 - land acquisition for the bus depots;
 - complete the roll out of the Ticket Vending Machine project; and
 - initiation of master planning for bus priority projects on major arterial roads.
- Bus, train and road coaches program:
 - delivery of two of the 15 railcar sets on order in 2008-09 and progress payments for the acquisition of the additional railcar sets for the urban rail system;
 - a combined \$ 51.7 million will be spent in 2008-09 to allow bus transfers to regional town bus fleets (15 buses), seat belted school buses, regular passenger transport fleet (16 buses) and metropolitan bus acquisition program (65 CNG buses); and
 - replacement of the Transperth Ferry 'Countess II' at a cost of \$2 million.

- Customer and security initiatives:
 - development of rail system monitoring and replacement of the emergency telephone system.
- Operational and business support systems:
 - additional capacity for the storage of Closed Circuit Television system (CCTV) footage;
 - update/replace operational support infrastructure, systems and test equipment for the Authority's maintenance operations including remote access to information on the Authority's equipment and infrastructure; and
 - implement a Electronic Document Records Management System.
- Track and associated works:
 - \$10.8 million for the continuation of the concrete re-sleepering program for the metropolitan rail system, including the completion of the re-sleepering of the Armadale line;
 - upgrades of Joondalup line freeway crash barriers, level crossing improvements, power supply upgrades and asset replacement works for rail infrastructure;
 - implement power conditioning improvements on the Midland, Fremantle and Armadale lines; and
 - commence the establishment of maintenance facilities at Kwinana and Welshpool to support the urban rail system.
- Freight program:
 - the redevelopment of supporting infrastructure at the Kewdale Freight Terminal.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Buildings, Stations, Depots and Associated Works				
Accessible Public Transport - Upgrade Program	8,577	4,741	2,098	666
Bus Priority Projects	26,330	958	650	1,292
Edgewater Station Shelter Improvements	6,000	50	50	1,000
James Street Bus Bridge	15,455	2,200	2,200	13,255
Minor Capital Works - Corporate	14,994	1,110	1,085	1,500
Minor Works - Country Passenger	1,549	838	169	111
Northern Suburbs Car Park Extension	18,022	1,300	1,300	6,222
Perth Station Plaza and Associated Works - Planning	350	150	150	200
Public Transport Planning	4,077	77	77	1,000
PTA Facilities Refurbishment	1,610	1,562	810	48
Regional Rail Station Program	3,041	1,405	700	1,636
Replacement Cash Ticket Machines at Railway Stations	15,400	13,131	10,540	2,269
South Perth Station	31,723	200	200	450
Station Facilities Improvements ^(a)	53,834	17,670	14,245	11,047
Wheel Lathe Acquisition and Facility	5,069	5,056	3,829	13
Bus, Train and Road Coaches Program				
45 New EMU Railcars (15 sets)	160,000	61,817	30,401	54,959
Bus Acquisition Program	413,227	287,684	36,039	36,612
EMU Railcar Modifications	15,723	14,840	910	515
Regional Bus Acquisition	52,108	3,730	3,730	8,393
Customer and Security Initiatives				
Replace Emergency Telephone	610	310	310	300
Freight Program				
Kewdale Freight Complex Redevelopment	14,500	2,916	1,818	8,092
Operational and Business Support Systems				
Business Support Upgrades	5,550	200	200	2,800
Computing Hardware and Software	6,781	5,622	1,412	1,159
Upgrade Transmission Systems - Armadale, Fremantle and Midland	653	19	-	634
Track and Associated Works				
Concrete Re-sleeper Projects	61,741	23,017	300	10,836
Network and Infrastructure Maintenance Depot	6,690	750	750	2,250
Northern Suburbs - Upgrade Crash Barriers Stage 1	3,948	1,310	1,310	2,638
Perway Track and Associated Works	20,698	19,046	2,135	1,200
Perway Track and Associated Infrastructure	15,550	1,800	1,800	1,800
COMPLETED WORKS				
Buildings, Stations, Depots and Associated Works				
Claisebrook Depot - Upgrade	5,988	5,988	407	-
Disability Access for Other Minor Stations - Stage 1	4,472	4,472	10	-
Minor Works - Urban	3,434	3,434	520	-
Northbridge Link - Planning	250	250	250	-
Parking for Security Guards	510	510	510	-
Perth Station Barriers and Associated Works	7,488	7,488	339	-
Replacement of Maintenance Vehicle, Borer and Cherry Picker	870	870	168	-
Rockingham City Centre Transit System	15,708	15,708	5,307	-
Station Facilities Improvements ^(b)	13,379	13,379	4,753	-
Bus, Train and Road Coaches Program				
School Buses	1,500	1,500	1,320	-
Customer and Security Initiatives				
Safer Rail Initiative	28,945	28,945	1,394	-
Smartcard Ticketing System	29,152	29,152	4,035	-
New MetroRail Project				
Infrastructure and Railcars	1,655,634	1,655,634	79,627	-
Operational and Business Support Systems				
PABX Replacement	751	751	40	-
Train Control Upgrade	13,628	13,628	4,394	-
Track and Associated Works				
CCTV Systems at Level Crossings - Stage 1	635	635	184	-
Geraldton Southern Transport Corridor	51,216	51,216	184	-
Pedestrian Gates - East St, Moore St and Philimore St	697	697	274	-
Upgrade Auxiliary Power Supply	595	595	595	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
NEW WORKS				
Buildings, Stations, Depots and Associated Works				
Computer Hardware and Software	4,500	-	-	2,200
Disability Access for Intermediate Minor Stations and Track Works - Stage 2.....	33,304	-	-	783
Karrinyup Depot Refurbishment	8,240	-	-	5,000
Land Acquisition for Bus Depots	3,330	-	-	3,330
Perth Station Skylights.....	605	-	-	605
PTA Facilities Refurbishment	3,500	-	-	1,500
Training Facilities Transit Guards Claisebrook	250	-	-	250
Upgrade Existing SCADA.....	300	-	-	300
Warnbro Bus Rail Interchange	3,441	-	-	200
Bus, Train and Road Coaches Program				
Bus Acquisition Program - RPT Fleet.....	16,800	-	-	6,700
Ferry - Replacement.....	2,000	-	-	2,000
Customer and Security Initiatives				
Rail Infrastructure Safety and Security Initiatives	6,500	-	-	500
Freight Program				
North Greenbushes Project	13,150	-	-	13,150
Operational and Business Support Systems				
CCTV Stage 3 Additional Storage	4,000	-	-	2,000
Operational Support Initiatives	3,805	-	-	800
Track and Associated Works				
Bridge Eyebrow Upgrade/Removal.....	3,359	-	-	805
Level Crossing Improvements	2,027	-	-	687
Power Supply - Continuity	4,800	-	-	950
Power Supply Asset Replacement	3,200	-	-	2,300
Re-railing Urban System	2,761	-	-	552
Upgrade Pedestrian Gates - Armadale to Mundijong stations	600	-	-	600
Upgrade Pedestrian Gates - Fremantle to Robbs Jetty	636	-	-	636
	2,939,770	2,308,361	223,529	218,745

- (a) Station Facilities Improvements work in progress forms part of the 'Building Better Stations' Program and includes the completion of the upgrade at Kelmscott station, commission the new Victoria Park Station, continuation of restoration works at the Fremantle Station and commencement of planning and design for the upgrade of Maddington Station.
- (b) Station Facilities Improvements completed works includes Kalgoorlie Station minor improvements and works relating to general station improvements, including improving security, CCTV systems and communications at stations.

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	431,123	212,374	223,529	218,745	158,434	127,946	92,208
Working capital requirement							
Loan and Other Repayments	948,200	40,171	40,060	47,455	49,988	50,796	50,355
	1,379,323	252,545	263,589	266,200	208,422	178,742	142,563
LESS							
Asset Sales	1,082	1,715	1,715	3,370	3,065	735	-
Borrowings.....	57,920	134,323	130,963	191,395	149,377	122,111	92,208
Drawdowns from the Holding Account	-	-	-	1,000	-	-	-
Internal Funds and Balances	8,136	41,250	5,357	13,150	-	-	-
Other.....	992	992	992	992	992	-	-
Capital Contribution ^(a)	1,311,193	74,265	124,562	56,293	54,988	55,896	50,355

- (a) Capital contribution provided for capital works program differs from the total capital contribution provided to the Authority due to equity funds provided for non-capital works related expenditure, such as land rationalisation and the repayment of non-capital related debt.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	73,189	98,639	99,578	105,816	111,289	115,302	117,891
Superannuation	6,547	9,421	9,469	10,006	10,509	10,882	11,123
Grants and subsidies ^(b)	247,782	323,668	333,450	306,472	311,491	331,787	348,773
Consultancies expense	570	-	-	-	-	-	-
Supplies and services	140,535	117,258	130,536	130,009	128,243	130,550	151,385
Accommodation	9,109	17,224	17,224	18,409	19,617	20,203	20,296
Finance costs	61,053	73,634	70,873	78,822	87,574	93,245	96,923
Capital user charge ^(c)	130,340	-	-	-	-	-	-
Depreciation and amortisation	85,546	108,146	119,476	128,861	134,552	139,288	144,597
State taxes	4,174	5,321	5,351	5,669	5,969	6,186	6,272
Loss on disposal of non-current assets	985	-	-	-	-	-	-
Doubtful debts	6	-	-	-	-	-	-
Other expenses	2,926	6,002	6,002	5,619	7,425	7,220	7,285
TOTAL COST OF SERVICES	762,762	759,313	791,959	789,683	816,669	854,663	904,545
Income							
User charges and fees	96,124	118,696	115,396	129,244	130,444	132,644	132,644
Regulatory fees and fines	1,614	-	-	-	-	-	-
Grants and subsidies	23,047	37,453	38,803	10,976	11,258	11,516	11,870
Interest revenue	2,341	750	750	750	750	750	750
Rent	7,576	5,541	7,241	7,541	7,741	8,041	8,541
Other revenue	21,728	26,967	11,878	14,089	14,089	14,089	14,089
Total Income	152,430	189,407	174,068	162,600	164,282	167,040	167,894
NET COST OF SERVICES ^(c)	610,332	569,906	617,891	627,083	652,387	687,623	736,651
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	649,238	573,209	604,559	633,541	658,845	694,081	743,109
Resources received free of charge	2,056	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	651,294	573,209	604,559	633,541	658,845	694,081	743,109
SURPLUS/(DEFICIENCY) FOR THE PERIOD	40,962	3,303	(13,332)	6,458	6,458	6,458	6,458
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	40,962	3,303	(13,332)	6,458	6,458	6,458	6,458

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 1,236, 1,407 and 1,442 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

(c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

BALANCE SHEET
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	52,820	14,991	38,464	25,314	25,314	26,306	27,298
Receivables	13,338	11,739	13,338	13,338	13,338	13,338	13,338
Inventories	10,263	7,646	10,263	10,263	10,263	10,263	10,263
Interest receivable	335	285	335	335	335	335	335
Amounts receivable for services	-	1,000	1,000	-	-	-	-
Prepayments	596	560	596	596	596	596	596
Total current assets	77,352	36,221	63,996	49,846	49,846	50,838	51,830
NON-CURRENT ASSETS							
Amounts receivable for services	311,338	418,484	429,814	558,675	693,227	832,515	977,112
Land and buildings	266,991	252,454	266,115	265,011	266,924	265,079	262,502
Plant and equipment	818,434	664,476	839,160	895,749	985,757	948,076	881,143
Infrastructure	1,187,789	1,227,580	2,143,859	2,133,897	2,154,766	2,225,337	2,248,369
Intangibles	438	709	171	23	1	-	-
Other	1,040,118	989,909	131,507	202,646	110,695	67,574	61,663
Total non-current assets	3,625,108	3,553,612	3,810,626	4,056,001	4,211,370	4,338,581	4,430,789
TOTAL ASSETS	3,702,460	3,589,833	3,874,622	4,105,847	4,261,216	4,389,419	4,482,619
CURRENT LIABILITIES							
Superannuation	337	-	337	337	337	337	337
Payables ^(a)	47,140	27,885	47,141	47,141	47,141	47,141	47,141
Provision for employee entitlements	14,933	13,122	14,933	14,933	14,933	14,933	14,933
Borrowings	222,822	384	384	386	389	365	365
Interest payable	9,812	11,221	9,812	9,812	9,812	9,812	9,812
Workers compensation	3,774	3,075	3,774	3,774	3,774	3,774	3,774
Accrued salaries	3,948	-	3,948	3,948	3,948	3,948	3,948
Other	14,076	16,041	14,076	14,076	14,076	14,076	14,076
Total current liabilities	316,842	71,728	94,405	94,407	94,410	94,386	94,386
NON-CURRENT LIABILITIES							
Provision for employee entitlements	3,658	3,782	3,658	3,658	3,658	3,658	3,658
Borrowings	635,343	992,519	948,302	1,091,856	1,190,856	1,261,806	1,303,294
Other	232,242	179,193	226,776	221,310	215,844	210,378	204,912
Total non-current liabilities	871,243	1,175,494	1,178,736	1,316,824	1,410,358	1,475,842	1,511,864
TOTAL LIABILITIES	1,188,085	1,247,222	1,273,141	1,411,231	1,504,768	1,570,228	1,606,250
EQUITY							
Contributed equity	2,168,895	2,218,422	2,269,333	2,356,010	2,411,384	2,467,669	2,518,389
Accumulated surplus/(deficit)	82,452	97,276	69,120	75,578	82,036	88,494	94,952
Reserves	263,028	26,913	263,028	263,028	263,028	263,028	263,028
Total equity	2,514,375	2,342,611	2,601,481	2,694,616	2,756,448	2,819,191	2,876,369
TOTAL LIABILITIES AND EQUITY	3,702,460	3,589,833	3,874,622	4,105,847	4,261,216	4,389,419	4,482,619

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	561,940	465,063	485,083	504,680	524,293	554,793	598,512
Holding account drawdowns	-	-	-	1,000	-	-	-
Equity contribution receipts	1,316,946	74,647	124,944	56,677	55,374	56,285	50,720
Net cash provided by State Government	1,878,886	539,710	610,027	562,357	579,667	611,078	649,232
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(74,314)	(97,641)	(98,580)	(104,818)	(110,291)	(114,304)	(116,893)
Superannuation	(6,871)	(10,419)	(10,467)	(11,004)	(11,507)	(11,880)	(12,121)
Grants and subsidies	(253,476)	(312,879)	(322,661)	(306,472)	(311,491)	(331,787)	(348,773)
Consultancies payments	(570)	-	-	-	-	-	-
Supplies and services	(131,456)	(117,259)	(130,537)	(130,010)	(128,244)	(130,551)	(150,983)
Accommodation	(9,348)	(17,222)	(17,222)	(18,409)	(19,617)	(20,203)	(20,743)
Finance costs	(72,463)	(65,430)	(70,873)	(78,822)	(87,574)	(93,245)	(96,923)
Capital user charge ^(a)	(130,340)	-	-	-	-	-	-
State taxes	(4,849)	(5,965)	(5,995)	(6,313)	(6,613)	(6,830)	(6,894)
Goods and services tax	(81,669)	(47,036)	(47,036)	(50,637)	(59,859)	(59,859)	(59,859)
Other	(2,782)	(5,357)	(5,357)	(4,974)	(6,780)	(6,575)	(6,618)
Receipts							
User charges and fees	98,007	118,696	115,396	129,244	130,444	132,644	132,644
Regulatory fees and fines	1,615	-	-	-	-	-	-
Grants and subsidies	23,728	37,453	38,803	10,976	11,258	11,516	11,870
Interest received	2,291	750	750	750	750	750	750
Rent receipts	7,424	5,541	7,241	7,541	7,741	8,041	8,541
Goods and services tax	82,650	47,036	47,036	50,637	59,859	59,859	59,859
Other receipts	12,342	5,662	6,412	8,623	8,623	8,623	8,623
Net cash from operating activities	(540,081)	(464,070)	(493,090)	(503,688)	(523,301)	(553,801)	(597,520)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(425,569)	(184,274)	(223,529)	(218,745)	(158,434)	(127,946)	(92,208)
Proceeds from sale of non-current assets	1,082	1,715	1,715	3,370	3,065	735	-
Net cash from investing activities	(424,487)	(182,559)	(221,814)	(215,375)	(155,369)	(127,211)	(92,208)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings	(1,118,407)	(40,553)	(40,442)	(47,839)	(50,374)	(51,185)	(50,720)
Other payments for financing activities	(2,931)	-	-	-	-	-	-
Proceeds from borrowings	258,000	134,323	130,963	191,395	149,377	122,111	92,208
Net cash from financing activities	(863,338)	93,770	90,521	143,556	99,003	70,926	41,488
NET INCREASE/(DECREASE) IN CASH HELD	50,980	(13,149)	(14,356)	(13,150)	-	992	992
Cash assets at the beginning of the reporting period	1,840	28,140	52,820	38,464	25,314	25,314	26,306
Cash assets at the end of the reporting period	52,820	14,991	38,464	25,314	25,314	26,306	27,298

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	762,762	759,313	791,959	789,683	816,669	854,663	904,545
Less Capital User Charge.....	130,340	-	-	-	-	-	-
Adjusted Total Cost of Services	632,422	759,313	791,959	789,683	816,669	854,663	904,545
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ...	649,238	573,209	604,559	633,541	658,845	694,081	743,109
Less Appropriation Capital User Charge	130,340	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	518,898	573,209	604,559	633,541	658,845	694,081	743,109

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Local Government	-	10,789	10,789	-	-	-	-
Metropolitan Services:							
Bus Operators.....	164,654	186,371	188,757	200,419	201,968	209,920	218,357
Ferry Services	589	580	580	597	619	644	670
Rail corridor and freight issues management.....	-	28,100	37,100	-	-	-	-
Regional Bus Services	11,688	12,576	12,949	13,389	13,748	14,159	14,725
Regional School Bus Services:							
School Bus Services.....	65,380	80,548	78,226	85,749	88,657	100,363	108,055
Student Fare Concessions	5,471	4,704	5,049	6,318	6,499	6,701	6,966
TOTAL.....	247,782	323,668	333,450	306,472	311,491	331,787	348,773

ARMADALE REDEVELOPMENT AUTHORITY

CAPITAL WORKS PROGRAM

The Authority has responsibility under the *Armadaale Redevelopment Authority Act 2001* for planning the urban renewal of Armadale and implementing various key projects within the Authority's redevelopment area. The capital works program for 2008-09 is budgeted at \$24.4 million, with expenditure on the following key projects:

- \$8.8 million for the Wungong Urban Water project for river restoration and other civil works. Expenditure on these works receives support through the Commonwealth Government under its Water Smart Australia initiative;
- \$7.7 million for the Champion Lakes project including the continuation of the construction program to create the infrastructure surrounding the lake, an Aboriginal Interpretive Centre, and the continuation of the development of land surrounding the lake for commercial opportunities;
- \$3.1 million for the implementation of the Armadale Redevelopment Scheme. This includes the upgrading of road infrastructure and streetscapes to revitalise the City Centre and City West precincts to enable Armadale to achieve its status as a strategic regional centre;
- \$2.4 million for improvements to civil amenities in Kelmscott, including the extension of Gilwell Avenue;
- \$1.7 million for development of the rail infrastructure in the Armadale and Kelmscott areas; and
- \$0.6 million at the Forrestdale Business Park to provide core infrastructure to facilitate private development. The Authority has partnered with the Western Australian Land Authority to pre-fund and administer a developer contribution scheme as a catalyst for development of the general industry park.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Armadale and Kelmscott Rail Infrastructure.....	5,981	1,881	1,480	1,660
Asset Replacement and Office Refurbishment	360	160	160	50
Champion Lakes				
Aboriginal Interpretive Centre.....	1,800	400	400	1,400
Commercial Land Development.....	4,000	700	700	3,300
Development of Lake Infrastructure.....	28,169	22,339	11,100	3,030
Forrestdale Business Park.....	13,811	13,160	9,917	605
Implementation of Armadale Redevelopment Scheme.....	17,355	8,255	2,897	3,100
Kelmscott District Centre Works and Gilwell Avenue Extension.....	5,633	3,233	626	2,400
Wungong Urban Water Project				
Water Smart Australia Initiative	6,190	306	306	1,324
Wungong Water Drainage, River Restoration and Other Civil Works.....	13,841	2,341	1,000	7,500
COMPLETED WORKS				
Champion Lakes				
Local Sporting Infrastructure.....	2,100	2,100	2,100	-
	99,240	54,875	30,686	24,369

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	18,416	21,027	30,686	24,369	11,116	6,830	2,050
Working capital requirement							
Loan and Other Repayments	-	-	-	-	3,000	-	-
	18,416	21,027	30,686	24,369	14,116	6,830	2,050
LESS							
Borrowings	-	3,000	700	2,300	-	-	-
Commonwealth Grants	-	-	620	2,250	1,720	1,600	-
Internal Funds and Balances	4,787	2,527	16,258	7,850	6,392	3,230	2,050
Other	3,029	13,500	9,108	1,469	4	-	-
Equity Contribution	10,600	2,000	4,000	10,500	6,000	2,000	-

EAST PERTH REDEVELOPMENT AUTHORITY

CAPITAL WORKS PROGRAM

The Authority is funded by land sales revenue and will continue to work in the redevelopment areas of the Northbridge Link, Riverside and the East Perth Power Station to deliver social, environmental and economic returns to government. In 2008-09, the Authority will spend:

- \$2.9 million to commence redevelopment works on Stages One and Two of the Link project;
- \$27.4 million to fund land acquisitions and to commence redevelopment works at Waterbank in the Riverside precinct; and
- \$7.5 million to finalise planning and commence works on the redevelopment of the East Perth Power Station site.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
East Perth Redevelopment Works	162,088	131,545	2,858	7,450
Northbridge Link	10,397	2,183	930	2,934
Northbridge Redevelopment Works	37,726	35,626	2,805	1,300
Project Management	49,798	46,046	544	566
Riverside Redevelopment Works	123,159	18,668	1,040	27,345
	383,168	234,068	8,177	39,595

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	10,205	10,792	8,177	39,595	25,759	28,383	51,997
Working capital requirement							
	10,205	10,792	8,177	39,595	25,759	28,383	51,997
LESS							
Internal Funds and Balances	10,205	10,792	8,177	39,595	25,759	28,383	51,997
Equity Contribution	-	-	-	-	-	-	-

MIDLAND REDEVELOPMENT AUTHORITY

CAPITAL WORKS PROGRAM

The Authority's role is to revitalise Midland into a vibrant strategic regional centre by improving existing vacant and under-utilised public land and buildings. This will be carried out through its land sales program with further residential and commercial land releases.

The Authority will continue its development of The WorkshopVillage located on the central part of the former Midland Railways Workshop site. In addition, a total of \$11.7 million will also be spent on soil remediation and sub-division works to enhance the mix of cultural and built heritage presence within the Authority's redevelopment area.

The strategic planning, decontamination and redevelopment of the Midland Livestock Saleyards will see the Authority spend \$10.1 million to establish and in the future offer for sale, commercial and light industrial blocks that will support the nearby large format retail outlets.

The Authority will spend \$7.2 million towards its Heritage Conservation Project.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Heritage Conservation Project	22,091	14,376	3,738	7,239
City Centre Precinct	8,470	7,271	1,792	111
Helena Precinct	47,441	15,316	11,969	11,725
Clayton Precinct	13,790	1,685	86	181
Eastern Enterprise Precinct	22,937	740	140	10,069
NEW WORKS				
Parks and Landscaping.....	269	-	-	269
	114,998	39,388	17,725	29,594

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	12,086	26,019	17,725	29,594	16,946	13,515	17,252
Working capital requirement							
Loan and Other Repayments	21,403	-	-	-	-	-	-
	33,489	26,019	17,725	29,594	16,946	13,515	17,252
LESS							
Asset Sales	15,451	4,752	15,691	15,150	15,574	14,415	25,785
Borrowings.....	4,000	15,051	341	17,986	4,740	2,833	-
Internal Funds and Balances	(2,410)	-	(4,523)	(3,542)	(3,368)	(3,733)	(8,533)
Equity Contribution	16,448	6,216	6,216	-	-	-	-

SUBIACO REDEVELOPMENT AUTHORITY

CAPITAL WORKS PROGRAM

The Authority is funded by land sales revenue and will continue the redevelopment of Subi Centro to deliver social, environmental and economic returns to the community. In 2008-09, the Authority will spend:

- \$18.8 million to continue the redevelopment of the China Green site, formerly known as the Australian Fine China site, including subdivision works; and
- \$3.8 million to commence the redevelopment works on the Centro North site, formerly occupied by the Station Street TAFE College, including forward works such as demolition, site remediation and subdivisional works.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Development Works	58,463	34,182	9,626	22,569
	58,463	34,182	9,626	22,569

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	9,889	5,963	9,626	22,569	1,562	150	-
	9,889	5,963	9,626	22,569	1,562	150	-
LESS							
Internal Funds and Balances	9,889	5,963	9,626	22,569	1,562	150	-
Equity Contribution	-	-	-	-	-	-	-

ALBANY PORT AUTHORITY

CAPITAL WORKS PROGRAM

The Authority's 2008-09 capital works program of \$3 million includes \$750,000 for ongoing minor works and \$250,000 for motor vehicle replacement.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Minor Works - 2007-08 Program	500	500	500	-
Motor Vehicle Replacement - 2007-08 Program	250	250	250	-
Rail Enhancement - Rail Access	3,785	3,785	3,785	-
NEW WORKS				
Freehold Land - Acquisition of Freehold Land	2,000	-	-	2,000
Minor Works - 2008-09 Program	750	-	-	750
Motor Vehicle Replacement - 2008-09 Program	250	-	-	250
	7,535	4,535	4,535	3,000

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	750	4,535	4,535	3,000	1,000	1,000	1,000
	750	4,535	4,535	3,000	1,000	1,000	1,000
LESS							
Borrowings	-	-	-	2,000	-	-	-
Internal Funds and Balances	750	750	750	1,000	1,000	1,000	1,000
Equity Contribution	-	3,785	3,785	-	-	-	-

BROOME PORT AUTHORITY

CAPITAL WORKS PROGRAM

The Authority's capital works for 2008-09 is \$1.75 million, including an allocation of \$1.4 million for minor works to replace plant and equipment, improve traffic management and client facilities and upgrade infrastructure as required.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Fender and Deck Upgrade	1,599	1,249	1,249	350
Minor Works	416	316	-	100
COMPLETED WORKS				
Water Pipe	250	250	250	-
Minor Works	500	500	500	-
NEW WORKS				
Minor Works	1,300	-	-	1,300
	4,065	2,315	1,999	1,750

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	2,350	500	1,999	1,750	1,600	1,800	2,000
	2,350	500	1,999	1,750	1,600	1,800	2,000
LESS							
Borrowings	649	-	250	-	-	-	-
Internal Funds and Balances	697	500	500	1,400	1,600	1,800	2,000
Other	220	-	-	-	-	-	-
Equity Contribution	784	-	1,249	350	-	-	-

BUNBURY PORT AUTHORITY

CAPITAL WORKS PROGRAM

The Authority's capital works for 2008-09 is \$7.1 million all of which is for new works. Capital expenditure will be met from the Authority's internal funds and balances.

The allocation of \$4.3 million for minor works will allow the Authority to replace assets including mobile plant, office equipment and provide for minor upgrades of shiploaders, storage facilities and civil works.

An amount of \$2.3 million has been provided for container facility civil works including a hardstand area in the Inner Harbour and \$0.5 million has been allocated for the commencement of a wall to be constructed inside the port boundary along Koombana Drive for management of noise.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Asset Replacement - Minor Works - 2007-08.....	2,000	2,000	2,000	-
Capitalised Dredging Infrastructure	14,694	14,694	10,500	-
Road Alignment (Port Access Road).....	2,973	2,973	2,287	-
Investigation into Harbour Deepening.....	1,500	1,500	1,046	-
Multi-purpose Portainer Crane	6,450	6,450	6,450	-
NEW WORKS				
Asset Replacement - Minor Works - 2008-09.....	4,300	-	-	4,300
Bund Wall Inner Harbour (Noise Management).....	2,000	-	-	500
Container Facilities (Hardstand).....	2,300	-	-	2,300
	36,217	27,617	22,283	7,100

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	4,196	9,496	22,283	7,100	9,000	3,500	4,500
	4,196	9,496	22,283	7,100	9,000	3,500	4,500
LESS							
Internal Funds and Balances	4,196	9,496	22,283	7,100	9,000	3,500	4,500
Equity Contribution	-	-	-	-	-	-	-

DAMPIER PORT AUTHORITY

CAPITAL WORKS PROGRAM

The Authority is one of Australia's largest tonnage ports, with export-based commodities consisting primarily of iron ore, liquefied natural gas, liquefied petroleum gas, condensate and anhydrous ammonia.

The Authority's capital works program in 2008-09 will consist of various minor works.

The Authority will be constructing two new houses in 2008-09, in order to partially alleviate the housing shortage in Dampier/Karratha by ensuring it provides housing for key personnel.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Minor Works	19,712	5,712	4,946	3,500
COMPLETED WORKS				
Cyclone Rated Shed	1,000	1,000	1,000	-
Dampier Cargo Wharf Dredging	1,100	1,100	1,051	-
Dampier Wharf Cargo	2,600	2,600	2,485	-
Improvements to Port Facilities - Burrup Infrastructure				
Multi-User Jetty	53,911	53,911	115	-
Navigational Aids	1,649	1,649	1,548	-
NEW WORKS				
Housing - Dampier/Karratha	2,000	-	-	1,000
	81,972	65,972	11,145	4,500

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	6,669	3,500	11,145	4,500	2,500	3,500	2,500
	6,669	3,500	11,145	4,500	2,500	3,500	2,500
LESS							
Borrowings	4,700	-	5,155	-	-	-	-
Internal Funds and Balances	1,969	3,500	5,990	4,500	2,500	3,500	2,500
Equity Contribution	-	-	-	-	-	-	-

ESPERANCE PORT AUTHORITY

CAPITAL WORKS PROGRAM

A series of minor works projects are planned for 2008-09 as part of the Authority's ongoing program for maintenance and improvement of the Port's infrastructure. These funds will be sourced from internal cashflows.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Minor Works - 2007-08 Program	2,700	2,700	900	-
Bulk Storage Facility and Shore Based Crane	23,991	23,991	4,080	-
Woodchips Conveyor	1,500	1,500	1,500	-
NEW WORKS				
Minor Works - 2008-09 Program	1,900	-	-	1,900
	30,091	28,191	6,480	1,900

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	28,089	2,700	6,480	1,900	2,900	1,900	4,500
	28,089	2,700	6,480	1,900	2,900	1,900	4,500
LESS							
Borrowings.....	24,146	-	-	-	-	-	-
Internal Funds and Balances	(3,239)	2,700	6,480	1,900	2,900	1,900	4,500
Other.....	7,182	-	-	-	-	-	-
Equity Contribution	-	-	-	-	-	-	-

FREMANTLE PORT AUTHORITY

CAPITAL WORKS PROGRAM

The Authority's total approved capital works programme for 2008-09 is \$194.1 million. Major approved projects planned or underway include:

- Dredging and Upgrade of Fremantle Inner Harbour Berths and Channels
 - To meet the ongoing trade needs of a strong economy, a number of berths and facilities in the Inner Harbour, including North Quay berths and Berth H on Victoria Quay are in the process of being upgraded to enable the Port to meet trade growth requirements and increased use of these berths.
 - A project is also currently underway to accommodate the larger new generation container ships increasingly expected to come to the Inner Harbour including strengthening berths to accommodate the larger container cranes to handle bigger ships. The average size of container vessels has increased by 75 per cent since the early 1990s and this trend is expected to increase given the world-wide emphasis on climate change and the need to conserve fuel.
 - The capital works program for 2008-09 also importantly includes a project for the deepening of the Fremantle Inner Harbour to accommodate these larger vessels, thus avoiding the need for larger, deeper-draft vessels to bypass Fremantle which would give rise to substantial extra costs for importers and exporters if there was a need to tranship cargo onto smaller ships.
- Kwinana Bulk Terminal (KBT) Infrastructure and Equipment Replacement and Upgrade
 - The first stage of a major project to upgrade bulk handling infrastructure to service Hismelt's commercial pig iron plant and other bulk customers is currently nearing completion at the Authority's KBT. As well as meeting customer needs, environmental improvements have been given a high priority. The upgrade includes substantial infrastructure to speed the unloading process including a new generation unloader, upgrading of conveyors and provision of export infrastructure comprising a heavy-duty concrete pad and equipment to handle the pig iron exports.
 - Planning is continuing for other bulk trade initiatives to meet the needs of customers at a time of strong economic growth.
- Seawall Construction
 - The existing seawall at Rous Head is proposed to be extended and backfilled with reclaimed and dredged material. With container growth continuing at around ten per cent per annum, this will create an area of additional land to be used to service port-related needs arising from the increased trade, including existing uses which will be displaced by planned future expansion of the rail terminal.
- 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 aim is to create a vibrant, attractive and world-class waterfront that is consistent with the needs of a growing and dynamic working port and complies with port buffer requirements. Additional lease rental revenue is expected as a result of this project.
- Development of Transport Interchange Facilities
 - The development of interchange facilities will be supported at points that have been identified as offering good prospects for rail to compete with road. This aims to assist in achieving government targets for the transport by rail of containers to and from the Inner Harbour.
- Land Acquisition at Kwinana Bulk Jetty (KBJ)
 - The Authority plans to acquire land from Landcorp to support activities associated with the growing trade opportunities and expansion of import and export facilities at the KBJ.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Cathodic Protection Installation	3,580	1,780	795	1,800
Fremantle Port - Inner and Outer Harbour				
Finance Leases	9,346	695	695	720
Security Upgrades	4,722	2,722	1,460	1,100
Fremantle Waterfront Project - Commercial Precinct Access and Services	3,332	132	108	3,200
Hismelt - Infrastructure for Hismelt - Stage 1 and Other Bulk Users	32,744	31,415	160	1,329
Inner Harbour				
Berth H Upgrade	2,060	56	-	2,004
Replace Windows and Doors - Passenger Terminal and Function Centre	4,000	100	100	1,000
Replacement of Trucks	773	48	48	-
North Quay				
Berth Upgrades - Eastern Stage	46,059	8,127	8,127	29,038
Berth Upgrades - Western Stage	49,593	3,714	3,635	18,291
Environmental Improvement Program	3,404	782	150	265
North Quay Land Acquisitions	4,087	3,672	700	415
Replacement of Medium Voltage Cabling	1,777	1,377	786	400
Outer Harbour				
Kwinana Bulk Terminal (KBT) - Infrastructure and Equipment Replacement and Upgrade	52,485	2,304	360	5,795
Kwinana Bulk Jetty (KBJ)				
Land Acquisition KBJ Lot 13	9,000	1,000	1,000	8,000
Truck Loading Bay and Weighbridge	300	200	200	100
KBT				
Civil and Mechanical Assets Upgrade	3,050	85	85	2,465
New Wheeled Loader/Front End Loader	650	400	400	250
Plant and Equipment				
Mobile Truck Mounted Capstans	450	200	200	250
Replacement of Navigational Aids	3,585	1,260	312	90
Replacement of Special Purpose Trucks	1,291	321	-	500
Victoria Quay - Victoria Quay Power Mains and Infrastructure including Substation A Refurbishment and Substation C	3,375	2,909	960	466
COMPLETED WORKS				
Inner Harbour - New Spar Buoy - Replace Beacon C	235	235	50	-
Minor Works - 2007-08 Program	594	594	594	-
Navaid Synchronisation System	350	350	184	-
Outer Harbour				
KBJ				
Control Systems Upgrade	356	356	345	-
Kwinana Bulk Berth No.3 New Tanker Discharge System	1,500	1,500	1,348	-
KBT - Hazardous Zone Expenditure	380	380	364	-
KBT and KBJ - Upgrade Sewerage	200	200	200	-
Port Security Works	2,089	2,089	350	-
Rous Head				
North Mole Drive/Rudderham Drive - New Pavement for Road Transport				
Parking	600	600	600	-
Purchase of Seabed	200	200	200	-
Victoria Quay				
Administration Building - New Plant Room	564	564	550	-
Maritime Assets - Risk Amelioration	398	398	290	-
Passenger Terminal Roof	700	700	143	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
NEW WORKS				
Container Double Stacking on Rail.....	2,725	-	-	212
Inner Harbour - Deepening of the Inner Harbour Stage 1.....	125,561	-	-	80,219
Minor Works - Miscellaneous Minor Works.....	750	-	-	750
North Quay - Sewerage Upgrades.....	1,060	-	-	260
Outer Harbour - KBJ				
Export-Import Infrastructure.....	59,116	-	-	517
Fire Fighting Foam System.....	3,500	-	-	3,500
New Rail Link (Second Spur Line).....	500	-	-	500
Plant and Equipment - Replace Specialised Plant.....	870	-	-	300
Rous Head - Seawall Construction and Rous Head Extension - 2nd Stage.....	20,900	-	-	15,000
Transport Interchange Facilities.....	10,000	-	-	7,000
Victoria Quay				
D Berth - Fendering.....	950	-	-	950
Fremantle Waterfront Implementation Plan.....	15,000	-	-	2,000
Motor Vehicle Decking.....	3,000	-	-	3,000
Upgrade Ferry Passenger Facilities and Public Amenities.....	2,457	-	-	2,457
	494,218	71,465	25,499	194,143

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	9,544	65,416	25,499	194,143	170,326	90,916	58,631
	9,544	65,416	25,499	194,143	170,326	90,916	58,631
LESS							
Asset Sales	-	50	50	50	50	50	50
Borrowings.....	-	40,000	15,300	170,737	150,293	95,300	49,100
Internal Funds and Balances.....	554	20,152	6,670	22,643	14,944	(4,882)	9,107
Other.....	8,775	-	265	501	2,828	343	374
Equity Contribution	215	5,214	3,214	212	2,211	105	-

GERALDTON PORT AUTHORITY

CAPITAL WORKS PROGRAM

In 2008-09 minor capital works funding of \$3 million has been provided to allow for additional environmental, safety and security upgrades at the Port of Geraldton.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
COMPLETED WORKS				
Berth 5 - Iron Ore Expansion.....	48,873	48,873	30,926	-
Miscellaneous Works.....	4,015	4,015	4,015	-
NEW WORKS				
Miscellaneous Works.....	3,000	-	-	3,000
	55,888	52,888	34,941	3,000

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	18,880	9,165	34,941	3,000	2,500	2,500	2,500
	18,880	9,165	34,941	3,000	2,500	2,500	2,500
LESS							
Borrowings.....	20,783	6,250	40,853	-	-	-	-
Internal Funds and Balances.....	(1,903)	2,915	(5,912)	3,000	2,500	2,500	2,500
Equity Contribution	-	-	-	-	-	-	-

PORT HEDLAND PORT AUTHORITY

CAPITAL WORKS PROGRAM

The Authority's 2008-09 capital works program involves planned expenditure of \$6.7 million to continue providing a range of improvements for the operational needs of the Port. This includes the provision of additional staff housing, No. 1 Berth spillage control and security upgrades. Improvements to plant, equipment and infrastructure are also proposed, notably shiploader modifications and radar replacement, necessary to meet specific customer needs and statutory requirements.

The Authority is currently developing a new multi-purpose berth and bulk loading facility at Utah Point to meet the future demands of the expanding mineral exports from the Pilbara. The Utah Point berth pocket has been dredged at a cost of \$9.5 million in 2006-07. It is expected that the Port Authority will spend \$5 million on design and construction in 2007-08, a further \$155 million is proposed to be expended in 2008-09, and the remaining \$55.5 million of construction works is envisaged to be completed in late 2009.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Utah Point Berth - Multi-User Panamax Berth at Utah Point	215,500	5,000	5,000	155,000
COMPLETED WORKS				
Additional Tug Pens 9 and 10	2,224	2,224	2,200	-
Dredging - Maintenance Dredging	14,500	14,500	14,338	-
Fire Water Mains	1,902	1,902	200	-
Housing - Staff Housing Strategy	2,413	2,413	1,500	-
Minor Works - 2007-08 Program	3,864	3,864	3,864	-
Utah Point Berth - Capital Dredging	9,454	9,454	234	-
NEW WORKS				
Minor Works - 2008-09 Program	6,700	-	-	6,700
	256,557	39,357	27,336	161,700

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	14,479	4,100	27,336	161,700	59,700	19,400	4,400
	14,479	4,100	27,336	161,700	59,700	19,400	4,400
LESS							
Asset Sales	-	47	47	104	51	51	51
Borrowings	-	-	15,338	100,000	55,500	15,000	-
Internal Funds and Balances	14,479	4,053	(38,049)	6,596	4,149	4,349	4,349
Other	-	-	50,000	55,000	-	-	-
Equity Contribution	-	-	-	-	-	-	-

WESTERN AUSTRALIAN LAND AUTHORITY

CAPITAL WORKS PROGRAM

- The Authority (LandCorp) is the State Government's land and property development agency. LandCorp is responsible for ensuring that the following outcomes are delivered:
 - provision of sufficient heavy, special and general industrial land to support continued economic development;
 - provision of sufficient urban land through renewal projects, new town centres and revitalisation development projects for Western Australian communities;
 - provision of sufficient land to support regional growth and development; and
 - facilitation of the development and disposal of surplus government land and property assets.
- The planned capital works program for 2008-09 is \$444.0 million. The program will be funded by land sales, Community Service Obligation payments and equity contributions by State Government. Key projects include the:
 - development of the Albany Waterfront, including a small boat harbour, boat launching facilities and land acquisition and development for commercial and tourist opportunities. The project is undertaken in partnership with the Department for Planning and Infrastructure, and is partially funded through the proceeds of land development at Emu Point;
 - Australian Marine Complex Common-User Facility at a total cost of \$174.3 million. Commenced in 2005-06, the upgrade includes a floating docking facility and services to accommodate naval ship building and repair and maintenance activities, plus major oil and gas and resource projects;
 - development of the Bunbury Waterfront to provide a mixed-use precinct incorporating retail, commercial, tourist accommodation, residential and public uses. Based on the use of sustainable development guidelines, the plan includes the creation of up to 5km of public waterfront amenity, upgraded marine facilities, higher density development and a diverse range of housing opportunities;
 - Perth Waterfront project involving planning for the development of the Swan River foreshore which requires significant engineering and earthworks, road realignments, landscaping and the creation of a new water's edge in preparation for private sector investment;
 - Industry and Infrastructure Program which supports the economic prosperity of Western Australia by providing well located industrial land, developing specialised State infrastructure facilities and creating desirable industrial centres of employment. Key projects to be progressed in 2008-09 include the:
 - acquisition of land at Latitude 32 (Hope Valley-Wattleup) and Meridian Park (Neerabup); and
 - development of land at Cockburn Commercial Park - Bibra Lake, Hope Valley Flinders, Meridian Park (Neerabup) and Wangara Enterprise Park;
 - Perth and Peel Metropolitan Program which undertakes or facilitates complex and/or strategic projects in the metropolitan area. Major initiatives in 2008-09 include the:
 - acquisition of land at the Carine TAFE site, school sites at Coolbellup and Craigie, and land at Maddington; and
 - development of land at Atwell - Harvest Lakes, Baldavis - Evermore Heights, Clarkson - Ocean Keys, Fremantle - Knutsford and Rivervale - The Springs;
 - Regional Program which delivers land and property needs to create better places to live for regional communities and to support regional growth. Key projects to be progressed in 2008-09 include the:
 - acquisition of land at Broome, Cervantes, Geraldton and Kalgoorlie North West Sector; and
 - development of land at Broome, Cervantes, Denham, Derby, Kalgoorlie North West Sector, Karratha and Newman; and
 - Government Services Program which provides strategic advice and management services to add value to non-LandCorp Government assets and processes. Services within this Program include optimising returns from surplus Government assets through the Property Asset Clearing House, advice to Government on property matters and remediation of orphan contaminated sites.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Albany Waterfront Development	42,926	13,282	6,130	29,144
Australian Marine Complex Upgrade	174,300	78,433	43,102	61,551
Bunbury Waterfront	48,382	3,195	2,883	5,485
Development of Land				
Government Services Program - Government Services Acquisition and Development	4,035	2,035	893	500
Industry and Infrastructure Program - Industry and Infrastructure Acquisition and Development	680,725	267,842	106,764	103,485
Perth and Peel Program - Perth and Peel Land Acquisition and Development	1,022,495	403,575	131,878	96,563
Regional Program - Regional Land Acquisition and Development	1,072,821	370,034	206,905	144,709
Office Equipment Replacements	13,745	1,945	1,080	1,080
Perth Waterfront - Stage 1	319,218	552	552	1,492
	3,378,647	1,140,893	500,187	444,009

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	280,547	416,074	500,187	444,009	456,811	395,826	388,588
	280,547	416,074	500,187	444,009	456,811	395,826	388,588
LESS							
Asset Sales	1	-	-	-	-	-	-
Borrowings	55,594	42,000	6,552	20,492	66,416	2,787	43,324
Internal Funds and Balances	205,418	296,374	415,935	373,595	390,395	393,039	345,264
Equity Contribution	19,534	77,700	77,700	49,922	-	-	-

EASTERN GOLDFIELDS TRANSPORT BOARD

CAPITAL WORKS PROGRAM

The Authority's capital works program provides for the staged replacement of its ageing bus fleet. The 2008-09 expenditure is projected to be \$900,000.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Bus Replacement Program.....	6,549	2,949	800	900
	6,549	2,949	800	900

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	-	800	800	900	900	900	900
	-	800	800	900	900	900	900
LESS							
Borrowings.....	-	800	800	900	900	900	900
Capital Contribution	-	-	-	-	-	-	-

WESTERN AUSTRALIAN PLANNING COMMISSION

PART 9 - MINISTER FOR PLANNING AND INFRASTRUCTURE

DIVISION 46

APPROPRIATION AND FORWARD ESTIMATES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 84 Net amount appropriated to deliver services ^(a)	3,102	3,362	3,362	3,363	3,097	3,262	3,284
Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959	65,044	78,100	78,000	85,800	94,300	103,800	114,200
Total appropriations provided to deliver services	68,146	81,462	81,362	89,163	97,397	107,062	117,484
CAPITAL							
Item 160 Capital Contribution	2,900	5,400	5,400	5,400	5,400	5,400	5,400
GRAND TOTAL	71,046	86,862	86,762	94,563	102,797	112,462	122,884

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

MISSION

To formulate and coordinate land use strategies for Western Australia, to facilitate its growth while continuously enhancing its unique quality of life and environment.

SIGNIFICANT ISSUES AND TRENDS

- The Commission is committed to preparing and implementing the strategic and statutory land use development and planning framework for Western Australia to ensure that development delivers the best possible social, environmental and economic outcome for Western Australia.
- There is increasing demand from the community for integrated development that recognises good urban design, well located employment opportunities, efficient transport and a quality environment as keys to successful development. This is being addressed through strategic and statutory initiatives.

Jobs and Economic Development

- There is demand for a strong economy that delivers more jobs, more opportunities and greater wealth to Western Australians by creating the conditions required for investment and growth.
- There is a requirement for improved public transport through planning. Population growth in Perth and throughout Western Australia is causing increased pressure on transport systems and infrastructure i.e. road, rail, seaports and airports. There is an increasing realisation that creating more road space will not necessarily solve road capacity problems and there is a need to promote travel demand management based on the better integration of transport and land use, and more environmentally friendly modes of transport.

- It is increasingly important to ensure cost effective and adequate future land supply. Land development depends on the timely and efficient provision of infrastructure. There is increasing demand for new communities to have a high level of servicing at the beginning of the development cycle.

Lifestyle and the Environment

- The community requires the protection of our unique quality of urban and rural life, which has a high dependence on the quality of the natural environment and the sustainability of natural resources.
- Land use planning, land reservation and acquisition needs to ensure that Western Australia has an environment in which resources are managed, developed and used sustainably; biological diversity is preserved; and habitats protected. Land reservation and acquisition will ensure that Western Australia has national parks, marine parks and conservation reserves, which are managed, developed and used sustainably in order that biological diversity is preserved and habitats protected.
- Climate change is an important issue to the State and its people and is increasingly being incorporated into considerations on land use, urban design and transport concerns. Innovative policies and plans are developed and implemented to encourage and reward developments that achieve sustainable outcomes, recognising the need to plan for and adapt to climate change. Coordinated responses to the management of environmental issues, with a focus on total water cycle management and water sensitive urban design, is becoming progressively more important in land use planning.

Regional Development

- To encourage and promote development in the regions, the Commission is required to work closely with government agencies and regional communities to coordinate the development of land and the provision of utility and social services, and to stimulate investment in value-adding enterprise.
- The Commission's regional planning program promotes sustainable development through regional and sub-regional growth. The State's diverse regions require initiatives tailored to suit their individual need.
- Working with government agencies and regional communities will ensure that government decision-making takes account of regional issues.

Governance and Public Sector Improvement

- The Western Australian planning system is based on a unique combination of stable institutional arrangements enjoying bipartisan support: strong and simple legislation; statutory regional planning, centralised subdivision control and supervision of local planning; dependable funding for metropolitan improvement; and a statutory authority to exercise powers, allocate resources and provide advice based on the expert professional support of a department of State.
- The Commission is committed to continuing community involvement in the planning processes, and to the exploration and introduction of new and innovative techniques through which the community can participate and make creative and effective contributions.

Network City

- Network City is the metropolitan planning strategy for Perth and Peel. It embodies the metropolitan land use strategy, the metropolitan transport strategy, a whole-of-government approach, a commitment to partnerships with Local Government and a commitment to plan with communities.
- Network City policy priorities include: facilitating outer metropolitan employment growth to reduce cross-regional employment travel and stress on the transport network; encourage higher densities and greater diversity of housing within existing urban areas; and on the urban fringe better align infrastructure delivery with residential growth, strategic sites planning and preparing corridor regional growth strategies.

SERVICE AND APPROPRIATION SUMMARY

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
SERVICES							
<i>Service 1:</i>							
Statutory Planning.....	6,247	8,446	9,178	9,793			
<i>Service 2:</i>							
Strategic Planning.....	13,804	14,357	14,914	10,908			
<i>Service 3:</i>							
Asset Management.....	22,697	19,424	26,707	22,861			
Total Cost of Services ^(a)	42,748	42,227	50,799	43,562	59,098	45,184	47,144
<i>Less Income</i>	24,866	23,558	18,200	21,714	17,371	19,810	20,752
Net Cost of Services ^(a)	17,882	18,669	32,599	21,848	41,727	25,374	26,392
Adjustments ^(b)	50,264	62,793	48,763	67,315	55,670	81,688	91,092
Appropriation Provided to Deliver Services ^(a)	68,146	81,462	81,362	89,163	97,397	107,062	117,484
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Appropriation for Capital Contribution to meet equity needs ^(c)	2,900	5,400	5,400	5,400	5,400	5,400	5,400
TOTAL CONSOLIDATED ACCOUNT APPROPRIATIONS	71,046	86,862	86,762	94,563	102,797	112,462	122,884

- (a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.
- (b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) Supporting details are disclosed in the Capital Contribution Statement.

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 PERFORMANCE INFORMATION**Relationship to Government Goals**

Broad, high level government goals are supported at agency level by more specific desired outcomes. Agencies deliver services to achieve these desired outcomes, which ultimately contribute to meeting the higher level government goals. The following table illustrates the relationship between agency level desired outcomes and the most appropriate government goal.

Government Goal	Desired Outcome	Services
Creating conditions that foster a strong economy delivering more jobs, opportunities and greater wealth for all Western Australians.	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

Outcomes and Key Effectiveness Indicators ^(a)

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
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.....	3,817	3,500	2,321	3,000	Difficulty attracting and retaining suitably qualified planners in 2007-08 due to the competitive labour market.
- Country Western Australia.....	2,101	1,500	857	1,200	

(a) More details of effectiveness indicators are provided in the annual report.

Service 1: Statutory Planning

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.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	6,247	8,446	9,178	9,793	
Less Income.....	7,709	8,384	9,146	9,458	
Net Cost of Service ^(a)	(1,462)	62	32	335	
Adjustments ^(b)	1,462	-	-	-	
Appropriation for Delivery of Service ^(a)	-	62	32	335	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Determinations which were processed without a successful appeal	100%	99%	99%	99%	Difficulty attracting and retaining suitably qualified planners in 2007-08 due to the competitive labour market.
Applications processed within the statutory timeframes.....	68%	80%	65%	80%	
Average cost per application determined	\$1,056	\$1,689	\$2,888	\$2,332	

Major Achievements For 2007-08

Joint achievements with the Department for Planning and Infrastructure

- Appointed corridor planners to work exclusively towards expediting major approvals for land release in growth corridors in the Perth metropolitan and Peel regions to assist with the provision of dwellings to provide sufficient and affordable accommodation.
- Completed a review of Residential Design Codes (R-Codes) and produced a revised version addressing various anomalies to assist planners, architects, Local Governments and other users in applying the codes. The new Codes were gazetted in April 2008.

Major Initiatives For 2008-09

Joint initiatives with the Department for Planning and Infrastructure

- Review the *Planning and Development Act 2005* to clarify amendments and regulations to bring certain provisions into effect and to further streamline the subsidiary legislation.
- Review the Model Scheme Text, which provides standard provisions to be incorporated into local planning schemes.
- Commence a project to develop alternative multi-residential and mixed use built form codes to replace the R-Codes, which contain criteria to encourage:
 - good residential amenity;
 - cost-effective design elements;
 - technologies promoting energy and water efficiency;
 - better integration of residential and commercial uses;
 - adaptable housing requirements to reflect the need to plan for changing household types; and
 - more affordable housing.
- Implement the Ningaloo Coast Regional Strategy 2004 focusing on the coordination of whole-of-government outcomes for the Ningaloo Coast, including the creation of the coastal reserve, resolution of native title issues and the ongoing planning for the proposed tourism nodes.

Service 2: Strategic Planning

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 such a way that reflects the aspirations of the Western Australian community for a high quality of life.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	13,804	14,357	14,914	10,908	Cessation of ongoing grants and contributions received in 2007-08.
<i>Less Income</i>	3,251	1,660	2,248	1,275	
Net Cost of Service ^(a)	10,553	12,697	12,666	9,633	
Adjustments ^(b)	-	-	-	-	
Appropriation for Delivery of Service ^(a)	10,553	12,697	12,666	9,633	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Planning decisions - strategic, environment, industry, infrastructure and transport.....	316	245	540	550	Cessation of ongoing grants and contributions received in 2007-08.
Client satisfaction with strategic planning activities (via survey).....	69%	77%	77%	77%	
Client satisfaction with the timeliness of strategic planning activities (via survey)	52%	65%	65%	65%	
Average cost per planning decision - strategic, environment, industry, infrastructure and transport.....	\$43,684	\$58,600	\$27,619	\$19,833	

Major Achievements For 2007-08**Joint achievements with the Department for Planning and Infrastructure**

- Commenced implementation of the Greater Bunbury Region Scheme, including a review of the Greater Bunbury Structure Plan, which provides land for residential and industrial development in the region for the next 20 to 30 years, and finalising the Commercial Centres Strategy.

Network City

- Completed critical transport and employment analysis and developed centre and corridor description and hierarchy to inform development of a new State Planning Policy on activity centres and corridors.
- Commenced the review of the Metropolitan Development Program to develop a more proactive planning tool for better coordination of land development with infrastructure provision. New program objectives and an expanded scope for the program have been determined and a pilot development staging and infrastructure plan for the southern sectors and Peel sub-regional planning framework has been established.
- Developed overarching revitalisation framework for key activity centres on the Perth-Midland activity corridor, and commenced the Ashfield Precinct Plan, the Maylands Activity Centre Structure Plan and Design Guidelines, and the Bassendean Town Centre Strategy Feasibility Study through the Local Government Planning Assistance Program 2007-08.
- Completed the drafting of a policy to guide the growth and design of Activity Centres and Corridors. The policy encourages growth in a wider range of employment and higher quality centres, in particular in outer metropolitan areas to provide more opportunity for local employment and reduce demands on inter-regional travel. Projects underway include Stirling Highway Activity Corridor Land Use and Transport Study, Canning Corridor Transport Study, review of the Stirling Regional Centre Structure Plan and completed a Design Review of the Town of Vincent Leederville Redevelopment Masterplan.
- Commenced preparation of new strategic bicycle plan linking current and future directions in land use planning, the Network City strategy, the Liveable Neighbourhoods Policy and Transit Oriented Development principles.
- Commenced development, in conjunction with Local Government, of dwelling targets for each Local Government area in the Perth metropolitan and Peel regions to encourage more diverse housing types and higher densities in close proximity to activity centres and public transport routes. Targets will be implemented via State and Local Government planning processes such as preparation of housing strategies, structure planning and linking to regional infrastructure planning. Completed employment targets under the draft Activity Centre and Corridor policy.
- Finalised the Murdoch Activity Centre Structure Plan (Part A), and progressed the study for the mixed-use Transit Oriented Development and the main street linking the railway station, Fiona Stanley Hospital and Murdoch University. Completed first stage of the plan for transport and parking, which is due for final completion in July 2008. This work will provide a framework for good accessibility, high quality urban design, private investment opportunities and sufficient infrastructure.
- Completed the Cockburn Coast draft district structure plan to guide future planning and urban development in the area.

- Completed the draft Peel Region Growth Strategy and policy framework, which is being developed to ensure an adequate urban land supply for the Peel region and provide a contemporary planning framework for urban growth, development of employment locations, staging of infrastructure and protection of the natural environment.
- Completed the Population Forecasts in the Northwest Corridor of Perth 2006-2021 report as an agreed basis upon which structure planning in the corridor can proceed.

Central Perth

- A strategic framework for central Perth development was identified with key themes to guide and coordinate future projects and maximise synergies and linkages in major projects within and surrounding the central Perth area. Key priorities include preparation of a Perth Foreshore Strategy and an Access Strategy for Central Perth.
- Commenced development of a policy and planning framework for the future development and enhancement of pedestrian, cyclist, public transport and vehicle access to the central Perth area.
- Completed research into the infrastructure and environmental conditions of the Burswood Peninsula, formulated initial concept plans as an interim step to a structure plan, and established possible implementation frameworks for the project. This work is to identify and harness the opportunities available on the Peninsula and is being undertaken with the assistance of the Burswood Peninsula Working and Interagency Group.
- Completed preliminary planning, urban design and feasibility assessment, in conjunction with LandCorp and the City of Perth, for the redevelopment of Mounts Bay (the area generally from Barrack Square to the Narrows Interchange) as a vibrant new city waterfront, and released design concepts for public comment, with detailed statutory planning and design underway.

Regional Community

- Completed 16 community layout plans in 2007-08 and progressed a further 23 layout plans, assisting Indigenous people living in large, permanent and remote communities. Prepared the draft guideline 'Land Use Buffers for Aboriginal Communities in Western Australia' providing a strategic framework within which Government can consider infrastructure investment.
- Commenced preparation of the Dampier Peninsula Strategic Plan, including initial consultation with communities and family groups and the preparation of a discussion paper providing background information on the Dampier Peninsula and key issues.

Economic Infrastructure

- Completed a draft South West Regional Planning Framework and released it for public comment. The framework will establish a high level policy on the broader planning needs of the whole of the South West, focusing on matters of genuine regional need and importance.
- Completed the Mid West Infrastructure Analysis Report and the Oakajee-Narngulu Infrastructure Corridor Study to identify the infrastructure requirements to meet the expected increase in iron ore exports from the region, and issued a Request for Proposal to determine a preferred infrastructure provider for building the port at Oakajee.
- Commenced a review of State Planning Policy 2.4 - Basic Raw Materials, completed basic raw materials maps that extend from Lancelin to Busselton, drafting Basic Raw Materials: Applicant's Manual that will provide a step-by-step guide to the current approvals process for extractive industries in Western Australia to streamline and coordinate procedures for access to basic raw materials.
- Commenced preparation of an Industrial Land Strategy for the Perth metropolitan and Peel regions, a cross-government initiative between the Commission, the Department for Planning and Infrastructure, the LandCorp and the Department of Industry and Resources that will set the direction for the future provision of industrial land in the regions in the short, medium and long-term.
- Finalised the draft State Planning Policy for Development Contributions for Infrastructure and accompanying guidelines, which will provide a framework to assist in setting out an equitable system of charging development contributions through Development Contribution Plans under local planning schemes. This system will provide certainty to developers, infrastructure providers and the community about the charges and how the funds will be spent.

Major Initiatives For 2008-09**Joint initiatives with the Department for Planning and Infrastructure**

- Network City sets the strategic framework for managing the growth of the Perth and Peel regions over the next 30 years. Key priorities are:
 - complete the sub-regional growth strategies for the North West Corridor, South West/Peel Corridor and the Swan Urban Growth Corridor;
 - finalise and implement the Local Government Dwelling Targets to encourage greater choice in housing types and intensification of residential developments in appropriate areas;
 - complete the new State Planning Policy to guide the growth of employment (activity) centres;
 - complete the Government's demonstration project Maylands-Guildford Activity corridor and associated policies to guide the residential intensification of development around train stations; and
 - review the Urban Development Program so infrastructure priorities guide preferred locations and patterns of urban growth.
- Undertake planning reviews and investigations to determine road reservation and alignment options on existing and planned major transport routes.
- Coordinate the land use planning and infrastructure requirements for major precincts including Murdoch Activity Centre and Bentley Technology Precinct.

Service 3: Asset Management

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 area and improvement plans and major land development projects.

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	Reason for Significant Variation
Total Cost of Service ^(a)	22,697	19,424	26,707	22,861	Reflects the net impact of the acquisition and disposal program.
<i>Less Income.....</i>	13,906	13,514	6,806	10,981	
Net Cost of Service ^(a)	8,791	5,910	19,901	11,880	Increase in value of land and buildings.
Adjustments ^(b)	48,802	62,793	48,763	67,315	
Appropriation for Delivery of Service ^(a)	59,055	68,703	68,664	79,195	

(a) Following the enactment of the *Financial Management Act 2006*, agencies are no longer required to pay the Capital User Charge. In order to make the above table meaningful for comparative purposes, the impact of the Capital User Charge has been removed from the 2006-07 Actuals. A reconciliation identifying the impact of this adjustment has been inserted after the financial statements.

(b) Adjustments are related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

Key Efficiency Indicators

	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Target	Reason for Significant Variation between 2007-08 Estimated and 2008-09 Target
Hectares Managed - improvement plans, regional roads and other uses (includes rental properties)	3,295	3,500	3,270	3,500	
Hectares managed - parks and recreational reserves.....	10,791	11,500	10,500	11,000	
Management - progress on formulation and implementation of management plans	4 completed 2 draft final	6 completed	4 completed 2 draft final	6 completed	
Acquisitions - acceptances within approved range.....	99%	85%	95%	90%	
Disposals - realised at in excess of reserved price.....	100%	85%	100%	85%	
Acquisitions - approved schedule acquired within period	134%	100%	120%	100%	
Disposals - approved schedule disposed within period.....	138%	100%	250%	100%	Higher than expected land sales.
Available days tenanted.....	97%	98%	98%	90%	
Approved management program achieved.....	85%	85%	85%	90%	
Approved management plan activities achieved.....	85%	85%	85%	90%	
Average cost per hectare managed	\$1,611	\$1,295	\$1,940	\$1,577	

Major Achievements For 2007-08

- Acquired the land and commenced forward earthworks for the future extension of the northern suburbs railway at Butler/Brighton.
- Completed the Commission's capital contribution (total contribution \$6.0 million) for the Larkhill Regional Recreation Complex infrastructure at Port Kennedy as well as provision of all land for the project.

Major Initiatives For 2008-09

- Complete land amalgamation, transfer and funding (\$1.5 million) to the National Trust for the restoration of the Luisini Winery at Kingsley (total heritage funding by the Commission for this project of \$3.0 million).
- Complete forward earthworks for the future northern suburbs railway extension at Butler/Brighton.
- Complete draft management framework for the Ellenbrook conservation reserves (Bush Forever).
- Complete purchase of the Erskine Wetland to complete Environmental Condition 4.1 of the Peel Region Scheme.

CAPITAL WORKS PROGRAM

The Commission's 2008-09 capital expenditure of \$102 million is for the acquisition of land under the Metropolitan Region Scheme, the Peel Regional Scheme and the Greater Bunbury Regional Scheme, and continuation of the Bush Forever Project and development of public facilities on reserved land.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-08 \$'000	Estimated Expenditure 2007-08 \$'000	Estimated Expenditure 2008-09 \$'000
WORKS IN PROGRESS				
Buildings/Infrastructure	7,393	5,293	300	300
Other Minor Equipment	2,138	1,283	110	114
COMPLETED WORKS				
Acquisition of Land - 2007-08 Program	68,200	68,200	68,200	-
Perth's Bushplan - 2007-08 Program	10,000	10,000	10,000	-
Recreation Reserves (Area Assistance Scheme) - 2007-08 Program	2,000	2,000	2,000	-
Regional Land Acquisitions - 2007-08 Program	7,000	7,000	7,000	-
NEW WORKS				
Acquisition of Land - 2008-09 Program	69,200	-	-	69,200
Perth's Bushplan - 2008-09 Program	10,000	-	-	10,000
Recreation Reserves (Area Assistance Scheme) - 2008-09 Program	2,000	-	-	2,000
Regional Land Acquisitions - 2008-09 Program	20,400	-	-	20,400
	198,331	93,776	87,610	102,014

CAPITAL CONTRIBUTION

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CAPITAL CONTRIBUTION TO MEET EQUITY NEEDS							
Total Cost of Capital Works Program	84,356	77,710	87,610	102,014	88,716	99,179	102,622
Working capital requirement	84,356	77,710	87,610	102,014	88,716	99,179	102,622
LESS							
Asset Sales	18,527	11,700	31,000	8,700	11,300	5,000	5,000
Funding Included in Service Appropriations ^(a) ...	1,065	1,600	1,600	1,600	1,600	1,600	1,600
Internal Funds and Balances	61,864	59,010	49,610	86,314	70,416	87,179	90,622
Capital Contribution	2,900	5,400	5,400	5,400	5,400	5,400	5,400

(a) Capital works expensed through the Income Statement.

FINANCIAL STATEMENTS

INCOME STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits expenses ^(a)	96	112	112	115	118	123	128
Superannuation	15	11	11	11	11	11	11
Grants and subsidies ^(b)	3,117	4,750	3,800	4,350	3,540	3,036	2,987
Consultancies expense	7,938	4,907	5,883	5,266	5,455	5,651	5,875
Supplies and services	5,721	6,333	5,396	5,581	5,739	5,945	6,178
Accommodation	1,147	1,347	2,378	2,140	1,945	1,750	1,812
Capital user charge ^(c)	1,344	-	-	-	-	-	-
Depreciation and amortisation	2,965	3,340	3,000	3,100	3,240	3,240	3,240
Loss on disposal of non-current assets	-	-	8,350	-	14,800	-	-
Service delivery agreement	17,305	17,948	17,948	18,804	19,919	20,942	22,286
Other expenses	4,444	3,479	3,921	4,195	4,331	4,486	4,627
TOTAL COST OF SERVICES	44,092	42,227	50,799	43,562	59,098	45,184	47,144
Income							
User charges and fees	6,540	9,017	8,982	9,219	9,447	9,591	10,454
Gain on disposal of non-current assets	6,289	7,700	-	3,700	-	2,500	2,500
Grants and subsidies	1,047	283	1,316	290	299	310	321
Interest revenue	4,080	1,000	3,100	3,500	2,500	2,100	2,000
Rent	3,107	3,346	3,650	3,655	3,728	3,862	3,978
Other revenue	3,803	2,212	1,152	1,350	1,397	1,447	1,499
Total Income	24,866	23,558	18,200	21,714	17,371	19,810	20,752
NET COST OF SERVICES ^(c)	19,226	18,669	32,599	21,848	41,727	25,374	26,392
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(c)	69,490	81,462	81,362	89,163	97,397	107,062	117,484
Resources received free of charge	4	-	-	-	-	-	-
Liabilities assumed by the Treasurer	5	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	69,499	81,462	81,362	89,163	97,397	107,062	117,484
SURPLUS/(DEFICIENCY) FOR THE PERIOD	50,273	62,793	48,763	67,315	55,670	81,688	91,092
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	50,273	62,793	48,763	67,315	55,670	81,688	91,092

(a) The Full Time Equivalents (FTEs) for 2006-07 Actual, 2007-08 Estimated Actual and 2008-09 Estimate are 0, 0 and 0 respectively.

(b) Refer Details of Controlled Grants and Subsidies table for further information.

(c) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

**BALANCE SHEET
(Controlled)**

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CURRENT ASSETS							
Cash and cash equivalents	22,979	38,758	38,402	18,825	7,827	3,710	4,540
Restricted cash	6,430	3,000	5,430	5,430	5,430	5,430	5,430
Receivables	15,795	7,088	8,543	10,035	10,513	11,512	11,512
Interest receivable	1,000	400	1,000	1,000	1,000	1,000	1,000
Prepayments	41	50	41	41	41	41	41
Non-current assets held for sale	26,084	5,000	5,000	43,300	2,500	2,500	2,500
Total current assets	72,329	54,296	58,416	78,631	27,311	24,193	25,023
NON-CURRENT ASSETS							
Amounts receivable for services	1,324	1,699	1,704	2,084	2,464	2,844	3,224
Land and buildings	591,073	593,133	638,608	687,134	761,935	847,662	938,845
Plant and equipment	1,095	769	956	820	686	555	424
Infrastructure	2,175	2,623	2,405	2,635	2,865	3,095	3,325
Other	80	273	80	80	80	80	80
Total non-current assets	595,747	598,497	643,753	692,753	768,030	854,236	945,898
TOTAL ASSETS	668,076	652,793	702,169	771,384	795,341	878,429	970,921
CURRENT LIABILITIES							
Payables ^(a)	1,627	-	1,627	1,627	1,627	1,627	1,627
Provision for employee entitlements	36	45	36	36	36	36	36
Accrued salaries	9	7	9	9	10	10	10
Other	2,008	544	1,538	2,038	1,551	1,551	1,551
Total current liabilities	3,680	596	3,210	3,710	3,224	3,224	3,224
NON-CURRENT LIABILITIES							
Provision for employee entitlements	44	30	44	44	44	44	44
Other	10,028	27	24,628	24,628	2,301	2,301	2,301
Total non-current liabilities	10,072	57	24,672	24,672	2,345	2,345	2,345
TOTAL LIABILITIES	13,752	653	27,882	28,382	5,569	5,569	5,569
EQUITY							
Contributed equity	14,879	19,531	-	-	-	-	-
Accumulated surplus/(deficit)	465,190	543,300	500,032	568,747	615,517	698,605	791,097
Reserves	174,255	89,309	174,255	174,255	174,255	174,255	174,255
Total equity	654,324	652,140	674,287	743,002	789,772	872,860	965,352
TOTAL LIABILITIES AND EQUITY	668,076	652,793	702,169	771,384	795,341	878,429	970,921

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

CASHFLOW STATEMENT
(Controlled)

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	69,110	81,082	80,982	88,783	97,017	106,682	117,104
Capital contribution	2,900	5,400	5,400	5,400	5,400	5,400	5,400
Net cash provided by State Government.....	72,010	86,482	86,382	94,183	102,417	112,082	122,504
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(125)	(105)	(112)	(115)	(118)	(129)	(128)
Superannuation	(15)	(11)	(11)	(11)	(11)	(11)	(11)
Grants and subsidies	(3,117)	(4,750)	(3,800)	(4,350)	(3,540)	(3,036)	(2,987)
Consultancies payments.....	(7,938)	(4,907)	(5,883)	(5,266)	(5,455)	(5,651)	(5,875)
Supplies and services	(7,654)	(6,581)	(5,396)	(5,581)	(7,069)	(5,945)	(6,178)
Accommodation	(1,165)	(1,260)	(2,378)	(2,140)	(1,946)	(1,750)	(1,812)
Capital user charge ^(a)	(1,344)	-	-	-	-	-	-
Goods and services tax	(6,830)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)
Service delivery agreement.....	(14,440)	(17,948)	(17,948)	(18,804)	(19,919)	(20,942)	(22,286)
Other.....	(3,781)	(3,302)	(3,904)	(4,177)	(4,312)	(4,466)	(4,627)
Receipts							
User charges and fees.....	6,540	9,017	8,982	9,219	9,447	9,591	10,454
Grants and subsidies	972	283	1,316	290	299	310	321
Interest received	3,718	1,000	3,100	3,500	2,500	2,100	2,000
Rent receipts.....	3,350	3,346	3,650	3,655	3,728	3,862	3,978
Goods and services tax	4,762	3,330	3,330	3,330	3,330	3,330	3,330
Other receipts	3,058	2,212	1,152	1,350	1,397	1,447	1,499
Net cash from operating activities.....	(24,009)	(23,006)	(21,232)	(22,430)	(24,999)	(24,620)	(25,652)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(83,291)	(74,111)	(84,011)	(100,014)	(87,116)	(96,579)	(101,022)
Equity contribution payments.....	-	-	-	-	(32,600)	-	-
Proceeds from sale of non-current assets	18,637	11,700	33,300	8,700	31,300	5,000	5,000
Net cash from investing activities.....	(64,654)	(62,411)	(50,711)	(91,314)	(88,416)	(91,579)	(96,022)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	-	(16)	(16)	(16)	-	-	-
Net cash from financing activities	-	(16)	(16)	(16)	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(16,653)	1,049	14,423	(19,577)	(10,998)	(4,117)	830
Cash assets at the beginning of the reporting period	46,062	40,709	29,409	43,832	24,255	13,257	9,140
Cash assets at the end of the reporting period.....	29,409	41,758	43,832	24,255	13,257	9,140	9,970

(a) Following the enactment of the *Financial Management Act 2006*, as from 2007-08, agencies are no longer required to pay the Capital User Charge.

RECONCILIATION RELATING TO REMOVAL OF CAPITAL USER CHARGE

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement.....	44,092	42,227	50,799	43,562	59,098	45,184	47,144
Less Capital User Charge.....	1,344	-	-	-	-	-	-
Adjusted Total Cost of Services	42,748	42,227	50,799	43,562	59,098	45,184	47,144
APPROPRIATIONS							
Net Amount Appropriated to Deliver Services ..	69,490	81,462	81,362	89,163	97,397	107,062	117,484
Less Appropriation Capital User Charge	1,344	-	-	-	-	-	-
Adjusted Net Amount Appropriated to Deliver Services	68,146	81,462	81,362	89,163	97,397	107,062	117,484

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2006-07 Actual \$'000	2007-08 Budget \$'000	2007-08 Estimated Actual \$'000	2008-09 Budget Estimate \$'000	2009-10 Forward Estimate \$'000	2010-11 Forward Estimate \$'000	2011-12 Forward Estimate \$'000
Araluen Botanic Park.....	550	550	550	550	-	-	-
Coastal Zone Management	255	952	1,202	1,202	952	952	952
Dialogue with the City Communities Program ..	-	600	-	-	-	-	-
Larkhill - City of Rockingham	1,850	400	1,577	-	-	-	-
Luisini Winery - National Trust	-	-	-	1,500	-	-	-
Other.....	260	1,748	371	818	2,308	1,804	1,755
Parks and Reserves - Regional Open Space	202	500	100	280	280	280	280
TOTAL.....	3,117	4,750	3,800	4,350	3,540	3,036	2,987

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