



2016-17

BUDGET

Paper No. 2



**BUDGET
STATEMENTS**
VOLUME 1



2016-17 BUDGET

BUDGET STATEMENTS

Budget Paper No. 2

Volume 1

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

2016-17 Budget Statements
(Budget Paper No. 2 Volume 1)
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2016-17 BUDGET

BUDGET STATEMENTS

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CHAPTER 1

**CONSOLIDATED ACCOUNT EXPENDITURE
ESTIMATES**

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

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

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
5,308	5,879	5,879	5,844	5,831	5,978	6,119
11,803	11,964	12,325	13,423	12,907	13,229	13,559
5,406	5,758	5,758	5,888	6,073	6,212	6,359
18,763	19,188	19,764	21,512	20,506	21,018	21,542
15,903	16,579	16,579	16,704	16,832	17,081	17,415
1,000	1,000	1,000	1,000	1,000	1,000	1,000
58,183	60,368	61,305	64,371	63,149	64,518	65,994
7,556	8,139	7,982	7,507	7,240	7,218	7,303
648	659	659	659	659	659	659
8,204	8,798	8,641	8,166	7,899	7,877	7,962
66,387	69,166	69,946	72,537	71,048	72,395	73,956
153,615	166,387	159,297	169,587	163,509	159,329	162,128
45,000	15,000	15,837	15,837	15,000	15,000	15,000
3,000	-	-	-	-	-	-
2,288	2,365	2,365	2,365	2,365	2,365	2,365
203,903	183,752	177,499	187,789	180,874	176,694	179,493
24,263	26,328	26,277	25,730	25,490	25,410	25,735
1,117	1,150	1,150	906	906	906	906
25,380	27,478	27,427	26,636	26,396	26,316	26,641
1,401	1,605	1,583	1,529	1,463	1,427	1,434
2,780	2,822	3,152	3,244	3,288	3,389	3,466
490	490	570	570	592	592	592
4,671	4,917	5,305	5,343	5,343	5,408	5,492
1,023	1,077	1,077	1,084	1,105	1,129	1,142
1,023	1,077	1,077	1,084	1,105	1,129	1,142
65,636	63,287	63,287	65,083	74,661	70,495	59,260
150	150	150	150	150	150	150
296	296	296	297	297	305	305
66,082	63,733	63,733	65,530	75,108	70,950	59,715

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
PART 2 - PREMIER; MINISTER FOR TOURISM; SCIENCE - continued		
1	8	Chemistry Centre (WA)
		11 - Net amount appropriated to deliver services.....
		125 - Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
TOTAL - PART 2.....		
PART 3 - DEPUTY PREMIER; MINISTER FOR POLICE; ROAD SAFETY; TRAINING AND WORKFORCE DEVELOPMENT; WOMEN'S INTERESTS		
1	9	Western Australia Police
		12 - Net amount appropriated to deliver services.....
		126 - Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	10	Road Safety Commission
		13 - Net amount appropriated to deliver services.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	11	Training and Workforce Development
		14 - Net amount appropriated to deliver services.....
		127 - Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
TOTAL - PART 3.....		
PART 4 - MINISTER FOR REGIONAL DEVELOPMENT; LANDS; MINISTER ASSISTING THE MINISTER FOR STATE DEVELOPMENT		
1	12	Regional Development
		15 - Net amount appropriated to deliver services.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	13	Gascoyne Development Commission
		16 - Net amount appropriated to deliver services.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	14	Goldfields-Esperance Development Commission
		17 - Net amount appropriated to deliver services.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	15	Great Southern Development Commission
		18 - Net amount appropriated to deliver services.....
		- Salaries and Allowances Act 1975.....
		Total.....

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
8,144	7,324	7,559	6,459	6,698	6,722	6,764
700	-	1,300	1,500	940	1,000	1,000
208	208	246	251	258	264	271
9,052	7,532	9,105	8,210	7,896	7,986	8,035
310,111	288,489	284,146	294,592	296,722	288,483	280,518
1,223,582	1,266,145	1,221,276	1,293,586	1,308,708	1,318,210	1,317,273
35,410	44,632	47,303	44,001	22,282	32,873	14,061
4,390	4,504	4,504	4,622	4,742	4,742	4,742
1,263,382	1,315,281	1,273,083	1,342,209	1,335,732	1,355,825	1,336,076
-	-	-	1	1	1	1
-	200	200	200	200	200	200
-	200	200	201	201	201	201
436,721	383,691	363,378	350,482	348,413	343,839	341,428
1,474	8,279	8,279	12,216	237	-	-
2,990	2,990	2,990	2,990	2,990	2,990	2,990
441,185	394,960	374,647	365,688	351,640	346,829	344,418
1,704,567	1,710,441	1,647,930	1,708,098	1,687,573	1,702,855	1,680,695
7,045	3,472	6,834	6,171	6,541	2,863	2,647
287	291	258	264	270	276	283
7,332	3,763	7,092	6,435	6,811	3,139	2,930
1	1	1	1	1	1	1
250	255	255	260	265	270	275
251	256	256	261	266	271	276
1	1	1	1	1	1	1
224	229	229	234	239	243	249
225	230	230	235	240	244	250
1	1	1	1	1	1	1
218	223	223	227	230	235	240
219	224	224	228	231	236	241

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
PART 4 - MINISTER FOR REGIONAL DEVELOPMENT; LANDS; MINISTER ASSISTING THE MINISTER FOR STATE DEVELOPMENT - continued		
1	16	<p>Kimberley Development Commission</p> <p>19 - Net amount appropriated to deliver services.....</p> <p>- Salaries and Allowances Act 1975.....</p> <p>Total.....</p>
1	17	<p>Mid West Development Commission</p> <p>20 - Net amount appropriated to deliver services.....</p> <p>- Salaries and Allowances Act 1975.....</p> <p>Total.....</p>
1	18	<p>Peel Development Commission</p> <p>21 - Net amount appropriated to deliver services.....</p> <p>- Salaries and Allowances Act 1975.....</p> <p>Total.....</p>
1	19	<p>Pilbara Development Commission</p> <p>22 - Net amount appropriated to deliver services.....</p> <p>- Salaries and Allowances Act 1975.....</p> <p>Total.....</p>
1	20	<p>South West Development Commission</p> <p>23 - Net amount appropriated to deliver services.....</p> <p>- Salaries and Allowances Act 1975.....</p> <p>Total.....</p>
1	21	<p>Wheatbelt Development Commission</p> <p>24 - Net amount appropriated to deliver services.....</p> <p>- Salaries and Allowances Act 1975.....</p> <p>Total.....</p>
1	22	<p>Lands</p> <p>25 - Net amount appropriated to deliver services.....</p> <p>26 - Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....</p> <p>128 - Capital Appropriation.....</p> <p>Total.....</p>
1	23	<p>Western Australian Land Information Authority</p> <p>27 - Net amount appropriated to deliver services.....</p> <p>- Capital Appropriation.....</p> <p>- Salaries and Allowances Act 1975.....</p> <p>- Transfer of Land Act 1893.....</p> <p>Total.....</p>
TOTAL - PART 4.....		

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
1	1	1	1	1	1	1
257	262	262	267	267	267	267
258	263	263	268	268	268	268
1	1	1	1	1	1	1
233	237	237	242	242	242	242
234	238	238	243	243	243	243
1	1	1	1	1	1	1
218	223	223	227	231	236	242
219	224	224	228	232	237	243
1	110	110	1	1	1	1
256	261	261	266	269	276	283
257	371	371	267	270	277	284
1	1	1	1	1	1	1
214	218	218	223	226	229	234
215	219	219	224	227	230	235
1	1	1	1	1	1	1
218	223	223	227	227	227	227
219	224	224	228	228	228	228
42,167	38,941	47,702	48,099	31,808	28,099	28,347
-	-	-	2,000	-	-	-
1,427	3,456	3,456	2,588	-	-	-
43,594	42,397	51,158	52,687	31,808	28,099	28,347
28,368	29,216	29,216	31,029	32,147	31,508	32,426
220	-	-	-	-	-	-
318	328	328	337	347	356	365
1,390	-	35	-	-	-	-
30,296	29,544	29,579	31,366	32,494	31,864	32,791
83,319	77,953	90,078	92,670	73,318	65,336	66,336

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
PART 5 - MINISTER FOR EDUCATION; ABORIGINAL AFFAIRS; ELECTORAL AFFAIRS		
1	24	Education
	28	- Net amount appropriated to deliver services.....
	129	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	25	Education Services
	29	- Net amount appropriated to deliver services.....
	30	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	26	School Curriculum and Standards Authority
	31	- Net amount appropriated to deliver services.....
	130	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	27	Country High School Hostels Authority
	32	- Net amount appropriated to deliver services.....
	131	- Capital Appropriation.....
		Total.....
1	28	Aboriginal Affairs
	33	- Net amount appropriated to deliver services.....
		- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	29	Western Australian Electoral Commission
	34	- Net amount appropriated to deliver services.....
		- Electoral Act 1907.....
		- Industrial Relations Act 1979.....
		- Salaries and Allowances Act 1975.....
		Total.....
TOTAL - PART 5.....		
PART 6 - MINISTER FOR HEALTH; CULTURE AND THE ARTS		
1	30	WA Health
	35	- Net amount appropriated to deliver services.....
	132	- Capital Appropriation.....
		- Lotteries Commission Act 1990.....
		- Salaries and Allowances Act 1975.....
		Total.....

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
3,663,741	3,935,635	3,882,614	3,969,577	3,980,391	4,020,968	4,125,055
306,376	196,630	166,217	155,444	153,779	134,791	98,302
1,146	1,174	1,174	1,203	1,203	1,203	1,203
3,971,263	4,133,439	4,050,005	4,126,224	4,135,373	4,156,962	4,224,560
8,797	22,061	14,922	15,797	16,898	16,381	16,097
424,779	439,446	439,446	449,237	449,903	458,455	474,026
313	320	320	329	329	329	329
433,889	461,827	454,688	465,363	467,130	475,165	490,452
31,039	34,981	34,981	35,612	32,609	31,514	29,932
-	-	-	831	1,500	200	-
313	313	313	313	313	313	313
31,352	35,294	35,294	36,756	34,422	32,027	30,245
5,900	5,844	5,844	5,772	5,589	5,449	5,488
967	958	958	952	952	952	952
6,867	6,802	6,802	6,724	6,541	6,401	6,440
32,615	31,482	31,404	32,906	32,924	27,103	27,479
198	150	150	-	-	-	-
256	263	263	270	270	270	270
33,069	31,895	31,817	33,176	33,194	27,373	27,749
6,790	7,144	7,144	25,803	7,250	6,696	7,286
1,400	800	800	4,000	200	600	1,600
116	116	116	116	116	116	116
409	418	418	429	429	429	429
8,715	8,478	8,478	30,348	7,995	7,841	9,431
4,485,155	4,677,735	4,587,084	4,698,591	4,684,655	4,705,769	4,788,877
4,581,359	4,691,333	4,722,414	4,919,644	4,791,308	5,098,229	5,101,299
245,284	213,940	146,494	188,049	107,128	64,426	54,059
121,500	129,536	129,536	135,718	142,195	149,020	152,691
680	697	697	716	716	716	716
4,948,823	5,035,506	4,999,141	5,244,127	5,041,347	5,312,391	5,308,765

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
PART 6 - MINISTER FOR HEALTH; CULTURE AND THE ARTS - continued		
1	31	Culture and the Arts
		36 - Net amount appropriated to deliver services.....
		37 - Art Gallery of Western Australia.....
		38 - Library Board of Western Australia.....
		39 - Perth Theatre Trust.....
		40 - Western Australian Museum.....
		133 - Capital Appropriation.....
		134 - Art Gallery of Western Australia.....
		135 - Library Board of Western Australia.....
		- Lotteries Commission Act 1990.....
		- Salaries and Allowances Act 1975.....
		Total.....
<hr/>		
TOTAL - PART 6.....		
<hr/>		
PART 7 - TREASURER; MINISTER FOR ENERGY; CITIZENSHIP AND MULTICULTURAL INTERESTS		
1	32	Treasury
		41 - Net amount appropriated to deliver services.....
		42 - Bunbury Water Corporation.....
		43 - Busselton Water Corporation.....
		44 - Electricity Generation and Retail Corporation (Synergy).....
		45 - Forest Products Commission.....
		46 - Mid West Ports Authority.....
		47 - Public Transport Authority.....
		48 - Regional Power Corporation (Horizon Power).....
		49 - Southern Ports Authority.....
		50 - Water Corporation of Western Australia.....
		51 - Western Australian Land Authority.....
		52 - Department of Corrective Services.....
		53 - Department of the Attorney General.....
		54 - Goods and Services Tax (GST) Administration Costs.....
		55 - Health and Disability Services Complaints Office.....
		56 - Metropolitan Redevelopment Authority.....
		57 - National Disability Insurance Scheme - Trial Sites.....
		58 - Provision for Unfunded Liabilities in the Government Insurance Fund.....
		59 - Refund of Past Years Revenue Collections – Public Corporations.....
		60 - Resolution of Native Title in the South West of Western Australia (Settlement).....
		61 - Rottnest Island Authority.....
		62 - Royalties for Regions.....
		63 - State Property - Emergency Services Levy.....
		64 - All Other Grants, Subsidies and Transfer Payments.....
		<i>Comprising:</i>
		- Acts of Grace.....
		- ANZAC Day Trust.....
		- First Home Owners Boost Recoveries.....
		- Incidentals.....
		- Interest on Public Moneys held in Participating Trust Fund Accounts.....
		- Shire of Broome.....
		- Superannuation Reforms – Payments to Government Employees Superannuation Board
		- Town of Cambridge.....
		- Western Australian Treasury Corporation Management Fees.....

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
36,027	38,988	37,895	36,020	36,954	33,214	33,279
8,604	8,838	9,645	9,284	9,229	9,283	9,293
31,633	28,959	29,121	29,222	30,130	30,609	31,073
13,302	11,557	11,802	9,009	9,401	9,295	9,202
23,449	22,302	24,955	22,531	22,390	22,731	22,642
14,300	33,560	28,508	93,596	81,620	140,000	63,500
230	230	230	218	218	218	218
-	-	-	75	75	75	75
15,456	16,192	16,192	16,965	17,774	18,627	19,086
989	1,019	1,019	779	791	803	815
143,990	161,645	159,367	217,699	208,582	264,855	189,183
5,092,813	5,197,151	5,158,508	5,461,826	5,249,929	5,577,246	5,497,948

48,135	61,013	60,814	53,025	40,484	39,941	40,093
479	518	811	672	689	707	724
484	531	574	646	660	676	677
511,589	408,791	405,944	386,467	285,880	193,801	136,831
-	-	-	1,451	-	-	-
-	202	358	5,445	4,994	-	-
736,695	787,128	776,829	806,180	820,473	857,827	927,632
38,400	36,923	35,067	44,128	29,312	22,593	17,489
826	705	705	590	450	310	140
573,232	565,960	562,398	486,076	500,090	502,477	514,387
33,874	35,444	33,467	36,279	33,990	35,429	25,423
10,595	31,676	1,900	28,485	36,138	34,920	34,976
-	19,450	15,297	4,793	2,897	2,993	3,120
74,868	77,100	73,700	74,700	73,000	72,300	56,700
2,564	2,637	2,637	2,701	2,747	2,795	2,834
2,459	16,752	10,692	26,105	26,796	10,406	-
4,811	48,243	54,741	64,160	-	-	-
2,616	2,972	2,790	2,913	2,802	2,880	2,666
86,152	22,200	97,200	10,000	10,000	10,000	10,000
-	60,000	-	60,000	78,710	82,861	76,996
7,094	11,355	11,355	8,652	8,653	5,253	5,254
796,417	600,177	600,177	449,883	483,272	597,452	622,530
15,629	16,000	16,000	16,000	16,000	16,000	16,400
11,636	8,125	7,270	6,312	17,759	7,766	7,793
-	5	5	5	5	5	5
300	300	300	300	300	300	300
137	600	120	120	120	120	120
46	370	764	375	380	385	390
4,661	4,420	5,175	4,585	4,535	6,010	6,010
-	1,600	-	-	-	-	-
5,682	-	-	-	-	-	-
-	-	-	-	11,500	-	-
810	830	906	927	919	946	968

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
		PART 7 - TREASURER; MINISTER FOR ENERGY; CITIZENSHIP AND MULTICULTURAL INTERESTS - continued
		- Provision for Agency Expenditure Review Tranche 3.....
		- WA Health.....
136		- Animal Resources Authority.....
137		- Department of Corrective Services.....
138		- Department of Education.....
139		- Electricity Networks Corporation (Western Power).....
140		- Metropolitan Redevelopment Authority.....
141		- Pilbara Ports Authority.....
142		- Regional Power Corporation (Horizon Power).....
143		- Royalties for Regions.....
144		- Southern Ports Authority.....
145		- WA Health.....
		- Kimberley Ports Authority.....
		- Mid West Ports Authority.....
		- Water Corporation of Western Australia.....
		- Western Australian Land Authority.....
146		- The New Perth Stadium Account.....
147		- Western Australian Future Fund.....
		- Fiona Stanley Hospital Construction Account.....
		- Perth Children's Hospital Account.....
		- Gold Corporation Act 1987.....
		- Judges' Salaries and Pensions Act 1950.....
		<i>Comprising:</i>
		- Benefit Payments.....
		- Administration Expense.....
		- Parliamentary Superannuation Act 1970.....
		<i>Comprising:</i>
		- Benefit Payments.....
		- Administration Expense.....
		- State Superannuation Act 2000.....
		<i>Comprising:</i>
		- Pension Scheme.....
		<i>Comprising:</i>
		- Benefit Payments.....
		- Administration Expense.....
		- Gold State Super.....
		<i>Comprising:</i>
		- Benefit Payments.....
		- Administration Expense.....
		- Government Services.....
		- West State Super.....
		- Tobacco Products Control Act 2006.....
		- Unclaimed Money Act 1990.....
		- Unclaimed Money (Superannuation and RSA Providers) Act 2003.....
		- Western Australian Treasury Corporation Act 1986 – Interest.....
		- Loans (Co-operative Companies) Act 2004.....
		- Western Australian Treasury Corporation Act 1986 – Repayment of Borrowings.....
		- Salaries and Allowances Act 1975.....
		Total.....

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
-	-	-	-	(70,636)	(70,688)	(72,664)
21,819	-	-	-	-	-	-
-	-	-	500	200	-	-
-	-	-	10,383	-	-	-
-	3,942	3,942	31,700	108,600	66,385	14,400
92,936	81,461	201,701	96,384	103,241	102,922	104,622
144,729	63,000	63,000	2,420	-	-	-
32,390	42,202	38,739	25,497	26,147	26,597	12,976
1,885	8,465	9,862	1,118	32,918	1,118	1,118
365,232	317,429	317,429	353,545	409,688	385,063	377,470
1,960	2,081	2,081	2,210	2,346	2,346	1,625
125,028	53,026	42,012	34,656	7,043	24,117	9,206
10,575	10,575	10,575	-	-	-	-
-	4,500	70,944	-	-	-	-
11,873	14,036	14,036	-	-	-	-
9,120	-	-	-	-	40,000	-
145,000	240,000	265,000	370,000	65,000	-	-
-	-	-	38,400	40,300	42,400	44,600
10,000	-	-	-	-	-	-
349,500	44,000	44,000	-	-	-	-
1	2	-	-	-	-	-
13,813	16,044	14,740	15,680	16,982	17,981	19,201
13,576	15,799	14,495	15,444	16,754	17,745	18,957
237	245	245	236	228	236	244
9,257	9,107	8,618	13,570	10,199	10,457	10,723
8,969	8,819	8,330	13,293	9,931	10,180	10,436
289	288	288	277	268	277	287
671,372	651,164	657,963	645,778	622,391	612,693	610,914
208,953	201,989	202,917	194,792	177,959	169,217	160,723
206,965	199,729	200,657	192,712	176,100	167,422	158,997
1,988	2,260	2,260	2,080	1,859	1,795	1,726
402,701	389,648	395,519	391,664	385,328	384,606	391,571
396,981	383,893	389,764	385,670	380,284	379,666	386,744
5,433	5,365	5,365	5,595	4,643	4,528	4,403
287	390	390	399	401	412	424
59,718	59,527	59,527	59,322	59,104	58,870	58,620
22,118	22,492	22,492	23,037	23,614	24,204	24,809
876	1,200	1,200	1,200	1,200	1,200	1,200
-	220	190	-	-	-	-
441,866	492,000	542,000	656,000	782,000	935,000	1,069,000
9,300	-	20,300	-	-	-	-
-	-	-	88,599	-	-	-
1,358	1,358	1,358	1,358	1,358	1,358	1,358
5,450,563	4,892,206	5,122,908	4,987,698	4,658,387	4,722,540	4,733,223

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
		PART 7 - TREASURER; MINISTER FOR ENERGY; CITIZENSHIP AND MULTICULTURAL INTERESTS - continued
1	33	Economic Regulation Authority
	65	- Net amount appropriated to deliver services.....
		Total.....
1	34	Office of the Auditor General
	66	- Net amount appropriated to deliver services.....
	148	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
TOTAL - PART 7.....		
PART 8 - MINISTER FOR STATE DEVELOPMENT; FINANCE		
1	35	State Development
	67	- Net amount appropriated to deliver services.....
	68	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	36	Finance
	69	- Net amount appropriated to deliver services.....
	70	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
	149	- Capital Appropriation.....
		- First Home Owner Grant Act 2000.....
		- Salaries and Allowances Act 1975.....
		Total.....
1	37	Office of the Government Chief Information Officer
	71	- Net amount appropriated to deliver services.....
	72	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
		Total.....
TOTAL - PART 8.....		
PART 9 - ATTORNEY GENERAL; MINISTER FOR COMMERCE		
2	38	Attorney General
	73	- Net amount appropriated to deliver services.....
	150	- Capital Appropriation.....
		- Children's Court of Western Australia Act 1988.....
		- Criminal Injuries Compensation Act 2003.....
		- District Court of Western Australia Act 1969.....
		- Judges' Salaries and Pensions Act 1950.....
		- Salaries and Allowances Act 1975.....
		- Solicitor General Act 1969.....
		- State Administrative Tribunal Act 2004.....
		- Suitor's Fund Act 1964.....
		Total.....
2	39	Corruption and Crime Commission
	74	- Net amount appropriated to deliver services.....
		- Corruption and Crime Commission Act 2003.....
		Total.....

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
3,967	2,438	2,438	2,704	2,193	2,107	2,158
3,967	2,438	2,438	2,704	2,193	2,107	2,158
6,188	6,310	6,310	6,428	6,022	5,903	5,961
300	300	300	250	300	300	300
714	734	734	753	753	753	753
7,202	7,344	7,344	7,431	7,075	6,956	7,014
5,461,732	4,901,988	5,132,690	4,997,833	4,667,655	4,731,603	4,742,395
34,582	36,773	33,072	36,975	30,880	30,814	30,903
17,299	20,961	17,575	17,782	19,359	19,359	19,359
670	909	909	927	927	944	944
52,551	58,643	51,556	55,684	51,166	51,117	51,206
173,661	206,624	187,307	176,158	171,267	164,386	167,300
148,030	197,779	195,885	204,210	215,897	229,119	243,133
15,353	86,365	84,268	29,109	13,442	4,534	-
115,904	88,117	96,350	73,678	73,021	72,435	72,179
1,625	1,625	1,625	1,625	1,625	1,625	1,649
454,573	580,510	565,435	484,780	475,252	472,099	484,261
670	3,370	3,370	3,387	3,404	-	-
-	5,429	5,429	5,632	5,839	-	-
670	8,799	8,799	9,019	9,243	-	-
507,794	647,952	625,790	549,483	535,661	523,216	535,467
261,225	246,296	252,454	248,810	240,293	237,000	236,603
13,733	6,272	4,584	6,247	6,403	7,691	8,743
466	438	438	438	438	438	438
26,200	31,817	37,434	31,817	31,817	31,817	31,817
11,350	12,122	12,122	12,122	12,122	12,122	12,122
10,956	10,836	10,836	10,836	10,836	10,836	10,836
30,740	32,841	32,841	32,053	32,047	32,042	32,042
576	590	590	594	594	594	594
4,724	5,872	5,872	5,878	5,878	5,878	5,878
31	31	31	31	31	31	31
360,001	347,115	357,202	348,826	340,459	338,449	339,104
33,161	31,501	29,869	29,612	29,229	29,626	30,144
486	502	502	502	502	502	502
33,647	32,003	30,371	30,114	29,731	30,128	30,646

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
PART 9 - ATTORNEY GENERAL; MINISTER FOR COMMERCE - continued		
2	40	Commissioner for Equal Opportunity 75 - Net amount appropriated to deliver services..... - Salaries and Allowances Act 1975..... Total.....
2	41	Office of the Director of Public Prosecutions 76 - Net amount appropriated to deliver services..... - Salaries and Allowances Act 1975..... Total.....
2	42	Commissioner for Children and Young People 77 - Net amount appropriated to deliver services..... - Salaries and Allowances Act 1975..... Total.....
2	43	Office of the Information Commissioner 78 - Net amount appropriated to deliver services..... - Freedom of Information Act 1992..... Total.....
2	44	Parliamentary Inspector of the Corruption and Crime Commission 79 - Net amount appropriated to deliver services..... - Corruption and Crime Commission Act 2003..... Total.....
2	45	Commerce 80 - Net amount appropriated to deliver services..... 81 - Amount provided for Administered Grants, Subsidies and Other Transfer Payments..... - Salaries and Allowances Act 1975..... Total.....
2	46	Registrar, Western Australian Industrial Relations Commission 82 - Net amount appropriated to deliver services..... 151 - Capital Appropriation..... - Salaries and Allowances Act 1975..... Total.....
TOTAL - PART 9.....		
PART 10 - MINISTER FOR ENVIRONMENT; HERITAGE		
2	47	Parks and Wildlife 83 - Net amount appropriated to deliver services..... 152 - Capital Appropriation..... - Salaries and Allowances Act 1975..... Total.....
2	48	Environment Regulation 84 - Net amount appropriated to deliver services..... 153 - Capital Appropriation..... - Salaries and Allowances Act 1975..... Total.....

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
3,248	3,094	4,707	3,538	3,579	3,641	3,690
277	285	285	293	293	293	293
3,525	3,379	4,992	3,831	3,872	3,934	3,983
31,279	31,478	31,478	31,342	30,676	30,622	31,020
3,459	3,585	3,585	3,715	3,725	3,741	3,751
34,738	35,063	35,063	35,057	34,401	34,363	34,771
2,700	2,827	2,827	2,878	2,900	2,952	2,993
262	255	255	255	255	255	255
2,962	3,082	3,082	3,133	3,155	3,207	3,248
2,039	2,113	2,113	2,058	2,092	2,128	2,157
278	278	278	278	278	278	278
2,317	2,391	2,391	2,336	2,370	2,406	2,435
415	538	538	547	548	544	551
171	175	175	179	179	179	179
586	713	713	726	727	723	730
70,727	65,387	41,476	56,860	57,782	58,897	58,580
206	-	9,945	7,644	7,712	4,241	3,114
1,189	1,219	1,214	1,245	1,276	1,308	1,341
72,122	66,606	52,635	65,749	66,770	64,446	63,035
7,728	10,377	10,229	10,015	9,836	9,886	10,197
-	-	791	1,286	-	-	-
2,311	2,377	2,377	2,441	2,441	2,441	2,441
10,039	12,754	13,397	13,742	12,277	12,327	12,638
519,937	503,106	499,846	503,514	493,762	489,983	490,590
231,847	209,136	205,036	206,877	210,248	209,853	210,603
704	932	932	642	1,692	3,027	5,120
540	558	558	573	582	591	600
233,091	210,626	206,526	208,092	212,522	213,471	216,323
2,453	2,517	2,517	2,540	2,540	2,540	2,540
865	875	875	885	885	885	885
281	290	290	298	298	298	298
3,599	3,682	3,682	3,723	3,723	3,723	3,723

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
PART 10 - MINISTER FOR ENVIRONMENT; HERITAGE - continued		
2	49	Botanic Gardens and Parks Authority 85 - Net amount appropriated to deliver services..... - Salaries and Allowances Act 1975..... Total.....
2	50	Office of the Environmental Protection Authority 86 - Net amount appropriated to deliver services..... 154 - Capital Appropriation..... Total.....
2	51	Zoological Parks Authority 87 - Net amount appropriated to deliver services..... 155 - Capital Appropriation..... - Salaries and Allowances Act 1975..... Total.....
2	52	Heritage Council of Western Australia 88 - Net amount appropriated to deliver services..... - Capital Appropriation..... Total.....
2	53	State Heritage Office 89 - Net amount appropriated to deliver services..... - Salaries and Allowances Act 1975..... Total.....
2	54	National Trust of Australia (WA) 90 - Net amount appropriated to deliver services..... 156 - Capital Appropriation..... Total.....
TOTAL - PART 10.....		
PART 11 - MINISTER FOR EMERGENCY SERVICES; FISHERIES; CORRECTIVE SERVICES; VETERANS		
2	55	Fire and Emergency Services 91 - Net amount appropriated to deliver services..... - Capital Appropriation..... - Salaries and Allowances Act 1975..... Total.....
2	56	State Emergency Management Committee Secretariat 92 - Net amount appropriated to deliver services..... Total.....
2	57	Fisheries 93 - Net amount appropriated to deliver services..... 157 - Capital Appropriation..... - Salaries and Allowances Act 1975..... Total.....

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
14,102	14,389	14,389	14,283	14,158	14,143	14,315
244	252	252	260	260	267	267
14,346	14,641	14,641	14,543	14,418	14,410	14,582
14,996	14,150	14,150	14,171	14,002	14,088	14,289
59	194	194	106	180	68	36
15,055	14,344	14,344	14,277	14,182	14,156	14,325
11,026	11,385	11,385	11,190	11,062	10,913	10,937
735	735	735	735	735	735	735
246	254	254	261	261	261	261
12,007	12,374	12,374	12,186	12,058	11,909	11,933
1,430	1,461	1,461	1,452	1,458	1,460	1,475
1,000	1,000	1,000	-	-	-	-
2,430	2,461	2,461	1,452	1,458	1,460	1,475
8,940	8,632	8,393	7,525	7,501	7,660	7,728
-	-	239	239	239	239	239
8,940	8,632	8,632	7,764	7,740	7,899	7,967
2,878	3,216	3,216	3,271	3,280	3,318	3,333
435	435	435	435	435	435	435
3,313	3,651	3,651	3,706	3,715	3,753	3,768
292,781	270,411	266,311	265,743	269,816	270,781	274,096
52,434	15,251	15,425	17,661	16,358	16,692	17,260
-	161	161	-	1,500	-	-
991	1,016	1,016	1,041	1,041	1,041	1,041
53,425	16,428	16,602	18,702	18,899	17,733	18,301
4,798	4,970	4,970	5,015	5,043	5,137	5,189
4,798	4,970	4,970	5,015	5,043	5,137	5,189
53,854	48,818	48,818	49,592	49,554	49,098	49,071
2,261	210	210	1,005	85	85	85
333	343	343	352	352	361	361
56,448	49,371	49,371	50,949	49,991	49,544	49,517

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
		PART 11 - MINISTER FOR EMERGENCY SERVICES; FISHERIES; CORRECTIVE SERVICES; VETERANS - continued
2	58	Corrective Services
	94	- Net amount appropriated to deliver services.....
	158	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
2	59	Office of the Inspector of Custodial Services
	95	- Net amount appropriated to deliver services.....
		- Salaries and Allowances Act 1975.....
		Total.....
TOTAL - PART 11.....		
PART 12 - MINISTER FOR WATER; SPORT AND RECREATION; FORESTRY		
2	60	Water
	96	- Net amount appropriated to deliver services.....
	159	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
2	61	Sport and Recreation
	97	- Net amount appropriated to deliver services.....
	98	- Contribution to Community Sporting and Recreation Facilities Fund.....
	99	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
		- Capital Appropriation.....
		- Lotteries Commission Act 1990.....
		- Salaries and Allowances Act 1975.....
		Total.....
2	62	Western Australian Sports Centre Trust
	100	- Net amount appropriated to deliver services.....
	160	- Capital Appropriation.....
		Total.....
TOTAL - PART 12.....		
PART 13 - MINISTER FOR AGRICULTURE AND FOOD; TRANSPORT		
2	63	Agriculture and Food
	101	- Net amount appropriated to deliver services.....
	102	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
	161	- Capital Appropriation.....
		- Biosecurity and Agriculture Management Act 2007.....
		- Salaries and Allowances Act 1975.....
		Total.....
2	64	Rural Business Development Corporation
	103	- Net amount appropriated to deliver services.....
		Total.....

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
819,902	807,193	816,717	876,991	870,807	881,897	890,872
14,465	18,674	22,157	14,158	6,935	6,239	5,833
981	1,013	1,013	1,041	1,063	1,063	1,063
835,348	826,880	839,887	892,190	878,805	889,199	897,768
3,240	3,323	3,323	3,370	3,400	3,461	3,510
187	247	247	247	247	247	247
3,427	3,570	3,570	3,617	3,647	3,708	3,757
953,446	901,219	914,400	970,473	956,385	965,321	974,532
71,252	72,071	72,071	69,312	68,645	68,858	67,821
6,447	8,867	5,335	10,100	3,443	3,238	4,783
280	288	288	288	288	288	288
77,979	81,226	77,694	79,700	72,376	72,384	72,892
40,054	44,008	41,953	42,758	37,819	39,890	34,195
9,498	20,000	20,000	20,000	20,119	12,000	12,000
758	786	786	814	839	860	869
12,826	-	-	-	-	-	-
15,456	16,192	16,192	16,965	17,774	18,627	19,086
309	317	317	325	325	325	325
78,901	81,303	79,248	80,862	76,876	71,702	66,475
48,215	41,490	42,426	50,977	73,882	84,397	81,472
5,044	5,472	5,472	3,436	8,694	13,865	14,327
53,259	46,962	47,898	54,413	82,576	98,262	95,799
210,139	209,491	204,840	214,975	231,828	242,348	235,166
139,863	120,307	111,327	114,669	111,199	108,167	106,946
9,000	1,600	1,600	1,600	1,600	-	-
5,597	4,877	4,377	301	-	-	-
1,235	1,235	1,235	1,235	1,235	1,235	1,235
371	382	382	393	393	393	393
156,066	128,401	118,921	118,198	114,427	109,795	108,574
223	232	232	236	233	239	241
223	232	232	236	233	239	241

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
PART 13 - MINISTER FOR AGRICULTURE AND FOOD; TRANSPORT - continued		
2	65	Transport
	104	- Net amount appropriated to deliver services.....
	105	- Western Australian Coastal Shipping Commission.....
	162	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
2	66	Commissioner of Main Roads
	106	- Net amount appropriated to deliver services.....
		- Capital Appropriation.....
		- Road Traffic Act 1974.....
		- Salaries and Allowances Act 1975.....
		- Road Traffic Act 1974.....
		Total.....
2	67	Public Transport Authority of Western Australia
		- Salaries and Allowances Act 1975.....
	163	- Capital Appropriation.....
		Total.....
TOTAL - PART 13.....		
PART 14 - MINISTER FOR LOCAL GOVERNMENT; COMMUNITY SERVICES; SENIORS AND VOLUNTEERING; YOUTH		
2	68	Local Government and Communities
	107	- Net amount appropriated to deliver services.....
		- Contribution to the Western Australian Family Foundation Trust Account.....
	164	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
TOTAL - PART 14.....		
PART 15 - MINISTER FOR HOUSING; RACING AND GAMING		
2	69	Housing Authority
	108	- Net amount appropriated to deliver services.....
		- Capital Appropriation.....
		Total.....
2	70	Racing, Gaming and Liquor
	109	- Net amount appropriated to deliver services.....
	110	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
		- Salaries and Allowances Act 1975.....
		- Liquor Control Act 1988.....
		Total.....
TOTAL - PART 15.....		

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
47,078	37,719	38,974	59,904	42,366	43,282	43,000
95	100	100	100	100	100	100
24,819	9,754	10,134	16,107	9,021	13,243	22,176
1,173	1,215	1,215	1,257	1,257	1,257	1,257
73,165	48,788	50,423	77,368	52,744	57,882	66,533
216,322	293,090	291,195	318,199	328,860	323,019	347,104
127,667	172,661	41,420	-	-	215,106	98,810
613,856	589,209	588,177	618,909	610,558	721,537	816,217
390	402	402	425	425	425	425
197,804	252,753	252,753	251,453	296,894	218,260	166,383
1,156,039	1,308,115	1,173,947	1,188,986	1,236,737	1,478,347	1,428,939
359	359	359	359	359	359	359
94,405	139,661	112,296	576,384	102,664	232,211	60,684
94,764	140,020	112,655	576,743	103,023	232,570	61,043
1,480,257	1,625,556	1,456,178	1,961,531	1,507,164	1,878,833	1,665,330
88,759	99,344	97,238	99,764	101,524	102,693	106,032
250	250	250	-	-	-	-
-	870	870	832	769	-	-
337	348	348	358	358	358	358
89,346	100,812	98,706	100,954	102,651	103,051	106,390
89,346	100,812	98,706	100,954	102,651	103,051	106,390
74,583	92,462	92,221	68,604	18,999	16,943	16,908
3,360	64,370	64,370	-	-	-	-
77,943	156,832	156,591	68,604	18,999	16,943	16,908
5,053	5,256	5,256	5,235	5,004	4,920	4,919
99,415	70,852	54,451	54,670	55,721	56,393	59,672
298	306	306	306	306	306	306
2,255	750	750	-	-	-	-
107,021	77,164	60,763	60,211	61,031	61,619	64,897
184,964	233,996	217,354	128,815	80,030	78,562	81,805

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division	Details
PART 16 - MINISTER FOR PLANNING; DISABILITY SERVICES		
2	71	Planning
	111	- Net amount appropriated to deliver services.....
	112	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
	165	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
2	72	Western Australian Planning Commission
	113	- Net amount appropriated to deliver services.....
	166	- Capital Appropriation.....
		- Metropolitan Region Improvement Tax Act 1959.....
		Total.....
2	73	Disability Services Commission
	114	- Net amount appropriated to deliver services.....
	167	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
TOTAL - PART 16.....		
PART 17 - MINISTER FOR MENTAL HEALTH; CHILD PROTECTION		
2	74	Mental Health Commission
	115	- Net amount appropriated to deliver services.....
	116	- Mental Health Advocacy Service.....
	117	- Mental Health Tribunal.....
	118	- Office of the Chief Psychiatrist.....
		- Salaries and Allowances Act 1975.....
		Total.....
2	75	Child Protection and Family Support
	119	- Net amount appropriated to deliver services.....
	168	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....
TOTAL - PART 17.....		

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
45,587	41,626	40,448	47,519	35,185	35,063	35,319
-	-	-	88,704	-	-	-
2,799	12,473	1,829	2,695	2,391	2,485	2,610
483	483	483	483	483	483	483
48,869	54,582	42,760	139,401	38,059	38,031	38,412
5,781	7,763	9,133	6,038	6,081	6,184	6,184
5,400	5,400	18,290	6,000	5,504	5,400	5,400
92,769	98,112	98,496	97,960	106,970	112,317	117,934
103,950	111,275	125,919	109,998	118,555	123,901	129,518
699,103	716,486	694,083	711,869	766,099	776,070	789,775
9,100	1,999	1,999	807	772	-	-
345	345	345	345	345	345	345
708,548	718,830	696,427	713,021	767,216	776,415	790,120
861,367	884,687	865,106	962,420	923,830	938,347	958,050
594,854	627,293	652,078	668,680	676,722	686,264	692,109
1,907	2,477	2,477	2,654	2,662	2,669	2,677
1,999	2,383	2,383	2,653	2,665	2,677	2,689
1,314	2,443	2,431	2,262	2,312	2,361	2,412
759	783	783	809	809	809	809
600,833	635,379	660,152	677,058	685,170	694,780	700,696
548,504	568,589	565,052	582,534	586,873	603,646	626,258
6,750	4,090	4,090	699	3,418	1,150	1,150
443	455	351	351	351	351	351
555,697	573,134	569,493	583,584	590,642	605,147	627,759
1,156,530	1,208,513	1,229,645	1,260,642	1,275,812	1,299,927	1,328,455

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol Division Details

PART 18 - MINISTER FOR MINES AND PETROLEUM; SMALL BUSINESS

2	76	Mines and Petroleum
	120	- Net amount appropriated to deliver services.....
	121	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
	169	- Capital Appropriation.....
		- Petroleum (Submerged Lands) Act 1982.....
		- Salaries and Allowances Act 1975.....
		Total.....

2	77	Small Business Development Corporation
	122	- Net amount appropriated to deliver services.....
	170	- Capital Appropriation.....
		- Salaries and Allowances Act 1975.....
		Total.....

TOTAL - PART 18.....

GRAND TOTAL.....

Total Appropriation Bill No.1 - Recurrent Services.....

Total Appropriation Bill No.2 - Capital Purposes.....

Authorised by Other Statutes

- Recurrent Services.....
- Capital Purposes.....
- Financing.....

Total Authorised by Other Statutes.....

GRAND TOTAL.....

2014-15 Actual \$' 000	2015-16 Budget \$' 000	2015-16 Estimated Actual \$' 000	2016-17 Budget Estimate \$' 000	2017-18 Forward Estimate \$' 000	2018-19 Forward Estimate \$' 000	2019-20 Forward Estimate \$' 000
68,263	82,821	82,653	83,149	69,333	67,527	66,921
12,024	31,260	50,980	29,393	34,537	12,130	12,159
-	500	500	2,250	350	-	-
570	124	834	45	-	-	-
674	915	915	915	915	915	915
81,531	115,620	135,882	115,752	105,135	80,572	79,995
12,780	11,751	11,751	12,446	12,491	12,659	12,611
60	60	60	60	60	60	60
247	254	254	260	260	260	260
13,087	12,065	12,065	12,766	12,811	12,979	12,931
94,618	127,685	147,947	128,518	117,946	93,551	92,926
23,555,263	23,636,351	23,496,505	24,373,215	23,225,785	24,027,607	23,873,532
18,781,115	19,143,613	18,972,923	19,393,967	18,992,454	19,359,652	19,562,320
2,265,149	1,934,911	1,875,050	2,141,962	1,335,042	1,577,390	1,031,506
2,301,895	2,305,074	2,375,479	2,497,234	2,601,395	2,872,305	3,113,323
197,804	252,753	252,753	251,453	296,894	218,260	166,383
9,300	-	20,300	88,599	-	-	-
2,508,999	2,557,827	2,648,532	2,837,286	2,898,289	3,090,565	3,279,706
23,555,263	23,636,351	23,496,505	24,373,215	23,225,785	24,027,607	23,873,532

CHAPTER 2

NET APPROPRIATION DETERMINATIONS

NET APPROPRIATION DETERMINATIONS ^(a)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
PART 1 - PARLIAMENT							
Legislative Council	145	130	130	130	130	130	130
Legislative Assembly.....	167	115	115	115	115	115	115
Parliamentary Services.....	649	565	565	565	565	565	565
Parliamentary Commissioner for Administrative Investigations	2,699	2,260	2,260	2,260	2,260	2,260	2,260
TOTAL - PART 1	3,660	3,070	3,070	3,070	3,070	3,070	3,070
PART 2 - PREMIER; MINISTER FOR TOURISM; SCIENCE							
Premier and Cabinet	12,420	12,935	12,935	12,609	11,641	11,643	11,643
Public Sector Commission.....	1,584	1,038	904	898	895	895	895
Governor's Establishment.....	266	178	178	178	178	178	178
Salaries and Allowances Tribunal	124	58	58	61	61	61	61
TOTAL - PART 2	14,394	14,209	14,075	13,746	12,775	12,777	12,777
PART 3 - DEPUTY PREMIER; MINISTER FOR POLICE; ROAD SAFETY; TRAINING AND WORKFORCE DEVELOPMENT; WOMEN'S INTERESTS							
Western Australia Police.....	90,127	90,379	103,552	105,317	95,143	94,268	95,327
Training and Workforce Development	284,231	275,374	274,198	291,101	243,781	247,274	251,692
TOTAL - PART 3	374,358	365,753	377,750	396,418	338,924	341,542	347,019
PART 4 - MINISTER FOR REGIONAL DEVELOPMENT; LANDS; MINISTER ASSISTING THE MINISTER FOR STATE DEVELOPMENT							
Regional Development.....	23,112	15,153	15,153	13,699	12,522	12,762	1,755
Lands	7,039	3,767	3,799	3,816	3,816	3,816	3,816
TOTAL - PART 4	30,151	18,920	18,952	17,515	16,338	16,578	5,571
PART 5 - MINISTER FOR EDUCATION; ABORIGINAL AFFAIRS; ELECTORAL AFFAIRS							
Education	887,385	943,004	983,615	1,005,290	1,132,522	1,233,223	1,282,089
Education Services	15,403	16,881	17,113	17,758	17,997	20,489	20,589
Aboriginal Affairs.....	2,556	1,844	1,844	1,574	1,603	1,075	1,075
Western Australian Electoral Commission	1,250	2,500	2,500	170	2,500	995	2,500
TOTAL - PART 5	906,594	964,229	1,005,072	1,024,792	1,154,622	1,255,782	1,306,253
PART 6 - MINISTER FOR HEALTH; CULTURE AND THE ARTS							
WA Health	528,451	399,249	441,504	400,599	405,434	381,310	366,219
Culture and the Arts	10,926	12,456	13,176	19,382	18,183	22,965	15,486
TOTAL - PART 6	539,377	411,705	454,680	419,981	423,617	404,275	381,705

NET APPROPRIATION DETERMINATIONS (a)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
PART 7 - TREASURER; MINISTER FOR ENERGY; CITIZENSHIP AND MULTICULTURAL INTERESTS							
Treasury.....	50,154	252,128	272,112	243,106	112,763	127,517	117,765
Economic Regulation Authority.....	6,200	9,629	8,592	9,073	9,252	9,272	9,434
Office of the Auditor General.....	19,110	18,183	18,183	18,573	18,918	19,273	20,035
TOTAL - PART 7.....	75,464	279,940	298,887	270,752	140,933	156,062	147,234
PART 8 - MINISTER FOR STATE DEVELOPMENT; FINANCE							
State Development.....	4,779	1,516	2,363	1,600	1,600	1,600	1,600
Finance.....	1,169,236	1,142,377	1,193,685	1,312,543	1,189,653	1,083,558	977,677
Office of the Government Chief Information Officer.....	-	-	278	1,344	704	-	-
TOTAL - PART 8.....	1,174,015	1,143,893	1,196,326	1,315,487	1,191,957	1,085,158	979,277
PART 9 - ATTORNEY GENERAL; MINISTER FOR COMMERCE							
Attorney General.....	157,851	170,378	169,516	173,640	174,077	172,991	173,060
Commissioner for Equal Opportunity.....	517	489	285	288	291	295	295
Office of the Director of Public Prosecutions.....	5,527	4,279	5,079	4,279	4,284	4,284	4,284
Commissioner for Children and Young People.....	61	130	30	30	30	30	30
Office of the Information Commissioner.....	55	52	52	52	52	52	52
Parliamentary Inspector of the Corruption and Crime Commission.....	7	-	-	-	-	-	-
Commerce.....	88,684	88,877	84,950	83,058	84,689	86,115	87,935
Registrar, Western Australian Industrial Relations Commission.....	736	583	583	583	583	583	583
TOTAL - PART 9.....	253,438	264,788	260,495	261,930	264,006	264,350	266,239
PART 10 - MINISTER FOR ENVIRONMENT; HERITAGE							
Parks and Wildlife.....	96,794	92,384	92,384	93,020	89,829	90,000	90,138
Environment Regulation.....	86,184	138,278	100,825	103,915	111,647	112,613	112,613
Office of the Environmental Protection Authority.....	371	718	718	580	560	200	255
State Heritage Office.....	23	4,816	4,816	4,931	5,047	5,166	5,166
TOTAL - PART 10.....	183,372	236,196	198,743	202,446	207,083	207,979	208,172
PART 11 - MINISTER FOR EMERGENCY SERVICES; FISHERIES; CORRECTIVE SERVICES; VETERANS							
State Emergency Management Committee Secretariat.....	3,458	3,132	5,516	3,673	3,132	3,132	3,132
Fisheries.....	11,594	10,154	10,154	9,729	9,132	9,132	8,596
Corrective Services.....	70,186	60,959	60,959	61,129	61,135	61,143	60,694
Office of the Inspector of Custodial Services.....	95	47	47	47	47	47	47
TOTAL - PART 11.....	85,333	74,292	76,676	74,578	73,446	73,454	72,469

NET APPROPRIATION DETERMINATIONS (a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
PART 12 - MINISTER FOR WATER; SPORT AND RECREATION; FORESTRY							
Water	9,931	10,017	10,199	9,142	9,484	9,630	9,630
Sport and Recreation	20,646	11,264	10,622	10,584	10,627	10,648	10,657
TOTAL - PART 12	30,577	21,281	20,821	19,726	20,111	20,278	20,287
PART 13 - MINISTER FOR AGRICULTURE AND FOOD; TRANSPORT							
Agriculture and Food	67,576	58,602	61,681	61,365	61,341	47,016	46,989
Transport	347,755	362,889	365,887	362,955	358,837	361,432	367,228
TOTAL - PART 13	415,331	421,491	427,568	424,320	420,178	408,448	414,217
PART 14 - MINISTER FOR LOCAL GOVERNMENT; COMMUNITY SERVICES; SENIORS AND VOLUNTEERING; YOUTH							
Local Government and Communities	10,466	6,748	8,887	7,029	6,913	6,680	6,766
TOTAL - PART 14	10,466	6,748	8,887	7,029	6,913	6,680	6,766
PART 15 - MINISTER FOR HOUSING; RACING AND GAMING							
Racing, Gaming and Liquor	13,747	9,862	9,862	9,887	9,887	9,887	9,887
TOTAL - PART 15	13,747	9,862	9,862	9,887	9,887	9,887	9,887
PART 16 - MINISTER FOR PLANNING; DISABILITY SERVICES							
Planning	41,687	53,488	52,990	51,342	51,480	51,098	51,738
TOTAL - PART 16	41,687	53,488	52,990	51,342	51,480	51,098	51,738
PART 17 - MINISTER FOR MENTAL HEALTH; CHILD PROTECTION							
Mental Health Commission	12,265	8,855	16,790	10,352	9,066	8,002	8,080
Child Protection and Family Support	79,820	75,498	82,633	77,652	62,014	63,589	63,941
TOTAL - PART 17	92,085	84,353	99,423	88,004	71,080	71,591	72,021
PART 18 - MINISTER FOR MINES AND PETROLEUM; SMALL BUSINESS							
Mines and Petroleum	34,120	45,394	44,264	45,079	44,679	45,216	45,547
TOTAL - PART 18	34,120	45,394	44,264	45,079	44,679	45,216	45,547
GRAND TOTAL	4,278,169	4,419,612	4,568,541	4,646,102	4,451,099	4,434,225	4,350,249

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

CHAPTER 3

AGENCY INFORMATION IN SUPPORT OF THE ESTIMATES

Part 1 - 8

Further information pertaining to the 2016-17 Budget Statements can be found in the associated Reader's Guide to the Budget Statements which can be accessed at the Western Australian State Budget website: <http://ourstatebudget.wa.gov.au>.

Part 1 Parliament

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Legislative Council			
	– Delivery of Services.....	17,843	18,204	19,267
	Total.....	17,843	18,204	19,267
	Legislative Assembly			
	– Delivery of Services.....	24,946	25,522	27,400
	Total.....	24,946	25,522	27,400
	Parliamentary Services			
	– Delivery of Services.....	16,579	16,579	16,704
	– Capital Appropriation.....	1,000	1,000	1,000
	Total.....	17,579	17,579	17,704
	Parliamentary Commissioner for Administrative Investigations			
	– Delivery of Services.....	8,798	8,641	8,166
	Total.....	8,798	8,641	8,166
	GRAND TOTAL			
	– Delivery of Services.....	68,166	68,946	71,537
	– Capital Appropriation.....	1,000	1,000	1,000
	Total.....	69,166	69,946	72,537

Division 1 Parliament

Part 1 Parliament

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Legislative Council							
Item 1 Net amount appropriated to deliver services	5,308	5,879	5,879	5,844	5,831	5,978	6,119
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	11,803	11,964	12,325	13,423	12,907	13,229	13,559
Total appropriations provided to deliver services.....	17,111	17,843	18,204	19,267	18,738	19,207	19,678
Legislative Assembly							
Item 2 Net amount appropriated to deliver services	5,406	5,758	5,758	5,888	6,073	6,212	6,359
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	18,763	19,188	19,764	21,512	20,506	21,018	21,542
Total appropriations provided to deliver services.....	24,169	24,946	25,522	27,400	26,579	27,230	27,901
Parliamentary Services							
Item 3 Net amount appropriated to deliver services	15,903	16,579	16,579	16,704	16,832	17,081	17,415
Total appropriations provided to deliver services.....	15,903	16,579	16,579	16,704	16,832	17,081	17,415
CAPITAL							
Parliamentary Services							
Item 123 Capital Appropriation.....	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Capital Appropriation.....	1,000	1,000	1,000	1,000	1,000	1,000	1,000
GRAND TOTAL	58,183	60,368	61,305	64,371	63,149	64,518	65,994

Division 1 Legislative Council

Part 1 Parliament

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 1 Net amount appropriated to deliver services	5,308	5,879	5,879	5,844	5,831	5,978	6,119
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	11,803	11,964	12,325	13,423	12,907	13,229	13,559
Total appropriations provided to deliver services.....	17,111	17,843	18,204	19,267	18,738	19,207	19,678
TOTAL APPROPRIATIONS	17,111	17,843	18,204	19,267	18,738	19,207	19,678
EXPENSES							
Total Cost of Services.....	17,396	18,825	19,186	20,274	19,771	20,267	20,738
Net Cost of Services ^(a)	17,393	18,825	19,186	20,274	19,771	20,267	20,738
CASH ASSETS ^(b)	1,148	491	1,000	1,007	1,013	1,019	1,019

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	58	-	-	-
Salaries and Allowances Tribunal Determination	361	822	336	343	673

Outcomes, Services and Key Performance Information

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

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Support the Chamber Operations of the Legislative Council.....	1,520	1,736	1,677	1,846	1,870	1,918	1,958
2. Support the Committees of the Legislative Council.....	3,208	4,046	4,105	3,901	3,961	4,060	4,161
3. Other Services ^(a)	958	1,079	1,079	1,104	1,033	1,060	1,060
4. Salaries and Allowances Act 1975.....	11,710	11,964	12,325	13,423	12,907	13,229	13,559
Total Cost of Services	17,396	18,825	19,186	20,274	19,771	20,267	20,738

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

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15	2015-16	2015-16	2016-17	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: The Legislative Council Members' requirements are met:					
Average Member rating for procedural advice - House ^(b)	85%	85%	85%	85%	
Average Member rating for procedural advice - Committees ^(b)	83%	85%	85%	85%	
Average Member rating for administrative support ^(b)	85%	85%	85%	85%	
Proportion of Parliamentary documents produced and delivered within agreed timeframes established by the House ^(c)	100%	100%	100%	100%	

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

(b) The measures for Member rating of service performance represent the minimum threshold considered appropriate by the Department.

(c) The measure for timeliness of delivery of the Parliament documents has been set at 100% as this is considered critical to the operation of the Chamber, and is considered to be achievable in the absence of extraordinary circumstances.

Services and Key Efficiency Indicators

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,520	\$'000 1,736	\$'000 1,677	\$'000 1,846	
Less Income.....	3	-	-	-	
Net Cost of Service.....	1,517	1,736	1,677	1,846	
Employees (Full Time Equivalents).....	11	11	11	11	
Efficiency Indicators					
Average Cost per Legislative Council Member per Sitting ^(b)	\$716	\$790	\$817	\$1,140	

(a) This table excludes amounts provided under the *Salaries and Allowances Act 1975*, costs of services provided free of charge by the Parliamentary Services Department and CPA Grant expense.

(b) The number of sitting days varies from year to year. In 2014-15, the Legislative Council sat for 59 days. The 2015-16 Budget estimated 61 sitting days, which has been revised to 57 for the 2015-16 Estimated Actual. In 2016-17, the House is expected to sit for 45 days due to the March 2017 State General Election. There are 36 Members of the Legislative Council.

2. Support the Committees of the Legislative Council ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 3,208	\$'000 4,046	\$'000 4,105	\$'000 3,901	
Less Income.....	-	-	-	-	
Net Cost of Service.....	3,208	4,046	4,105	3,901	
Employees (Full Time Equivalents).....	20	20	20	20	
Efficiency Indicators					
Average Cost of Providing Procedural and Administrative Support to Each Committee ^(b)	\$356,000	\$505,768	\$456,136	\$487,625	

(a) This table excludes amounts provided under the *Salaries and Allowances Act 1975*, costs of services provided free of charge by the Parliamentary Services Department and CPA Grant expense.

(b) Costs have been calculated on nine committees. It is acknowledged that the House establishes the number of committees and the Legislative Council incurs significant fixed costs, irrespective of the number of committees.

Financial Statements

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	15,130	15,643	15,984	17,290	16,843	17,295	17,758
Grants and subsidies ^(c)	67	97	97	97	-	-	-
Supplies and services.....	613	1,377	1,394	1,123	1,110	1,116	1,121
Accommodation.....	632	646	646	672	699	717	718
Depreciation and amortisation.....	1	-	-	-	-	-	-
Other expenses.....	953	1,062	1,065	1,092	1,119	1,139	1,141
TOTAL COST OF SERVICES	17,396	18,825	19,186	20,274	19,771	20,267	20,738
Income							
Other revenue.....	3	-	-	-	-	-	-
Total Income	3	-	-	-	-	-	-
NET COST OF SERVICES	17,393	18,825	19,186	20,274	19,771	20,267	20,738
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	17,111	17,843	18,204	19,267	18,738	19,207	19,678
Resources received free of charge.....	899	982	982	1,007	1,033	1,060	1,060
TOTAL INCOME FROM STATE GOVERNMENT	18,010	18,825	19,186	20,274	19,771	20,267	20,738
SURPLUS/(DEFICIENCY) FOR THE PERIOD	617	-	-	-	-	-	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 31, 31 and 31 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Commonwealth Parliamentary Association Grant.....	67	97	97	97	-	-	-
TOTAL	67	97	97	97	-	-	-

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,017	491	1,000	989	977	965	947
Restricted cash	131	-	-	-	-	-	-
Receivables	37	46	49	49	49	49	49
Other.....	149	58	137	137	137	137	137
Total current assets	1,334	595	1,186	1,175	1,163	1,151	1,133
NON-CURRENT ASSETS							
Holding account receivables.....	168	168	168	168	168	168	168
Property, plant and equipment.....	81	-	81	81	81	81	81
Restricted cash	-	-	-	18	36	54	72
Other.....	82	80	82	82	82	82	82
Total non-current assets	331	248	331	349	367	385	403
TOTAL ASSETS	1,665	843	1,517	1,524	1,530	1,536	1,536
CURRENT LIABILITIES							
Employee provisions	651	707	694	694	694	694	694
Payables.....	94	85	30	15	-	-	-
Other.....	145	9	17	38	59	65	65
Total current liabilities	890	801	741	747	753	759	759
NON-CURRENT LIABILITIES							
Employee provisions	148	129	148	148	148	148	148
Other.....	1	3	2	3	3	3	3
Total non-current liabilities	149	132	150	151	151	151	151
TOTAL LIABILITIES.....	1,039	933	891	898	904	910	910
EQUITY							
Accumulated surplus/(deficit).....	591	(125)	591	591	591	591	591
Reserves.....	35	35	35	35	35	35	35
Total equity	626	(90)	626	626	626	626	626
TOTAL LIABILITIES AND EQUITY	1,665	843	1,517	1,524	1,530	1,536	1,536

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	17,111	17,843	18,204	19,267	18,738	19,207	19,678
Net cash provided by State Government.....	17,111	17,843	18,204	19,267	18,738	19,207	19,678
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(15,160)	(15,790)	(16,131)	(17,281)	(16,800)	(17,242)	(17,758)
Grants and subsidies.....	(67)	(97)	(97)	(97)	-	-	-
Supplies and services.....	(576)	(1,377)	(1,394)	(1,123)	(1,110)	(1,116)	(1,121)
Accommodation.....	(624)	(646)	(646)	(672)	(699)	(717)	(706)
Other payments.....	(217)	(211)	(214)	(217)	(253)	(256)	(223)
Receipts ^(b)							
GST receipts.....	143	130	130	130	130	130	130
Other receipts.....	2	-	-	-	-	-	-
Net cash from operating activities.....	(16,499)	(17,991)	(18,352)	(19,260)	(18,732)	(19,201)	(19,678)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(81)	-	-	-	-	-	-
Net cash from investing activities.....	(81)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD.....							
	531	(148)	(148)	7	6	6	-
Cash assets at the beginning of the reporting period.....	617	639	1,148	1,000	1,007	1,013	1,019
Cash assets at the end of the reporting period.....	1,148	491	1,000	1,007	1,013	1,019	1,019

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
GST Receipts from Australian Taxation Office.....	135	130	130	130	130	130	130
GST Receipts on Sales.....	8	-	-	-	-	-	-
Other Receipts							
Other Receipts.....	2	-	-	-	-	-	-
TOTAL.....	145	130	130	130	130	130	130

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

Division 1 Legislative Assembly

Part 1 Parliament

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 2 Net amount appropriated to deliver services	5,406	5,758	5,758	5,888	6,073	6,212	6,359
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	18,763	19,188	19,764	21,512	20,506	21,018	21,542
Total appropriations provided to deliver services.....	24,169	24,946	25,522	27,400	26,579	27,230	27,901
TOTAL APPROPRIATIONS	24,169	24,946	25,522	27,400	26,579	27,230	27,901
EXPENSES							
Total Cost of Services.....	24,559	26,159	26,735	28,644	27,855	28,539	29,210
Net Cost of Services ^(a)	24,555	26,159	26,735	28,644	27,855	28,539	29,210
CASH ASSETS ^(b)	1,974	994	1,809	1,827	1,827	1,827	1,827

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	59	-	-	-
Salaries and Allowances Tribunal Determination	576	1,521	348	357	881

Outcomes, Services and Key Performance Information

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

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Support the Operations of the Legislative Assembly.....	4,814	5,758	5,758	5,888	5,973	6,111	6,258
2. Other Services.....	1,062	1,213	1,213	1,244	1,376	1,410	1,410
3. Salaries and Allowances Act 1975.....	18,683	19,188	19,764	21,512	20,506	21,018	21,542
Total Cost of Services	24,559	26,159	26,735	28,644	27,855	28,539	29,210

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Legislative Assembly Members' requirements are met:					
Average members' rating for advice	92%	90%	90%	90%	
Average members' rating for administrative support	92%	90%	90%	90%	

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

Services and Key Efficiency Indicators

1. Support the Operations of the Legislative Assembly

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 4,814	\$'000 5,758	\$'000 5,758	\$'000 5,888	
Less Income	4	-	-	-	
Net Cost of Service	4,810	5,758	5,758	5,888	
Employees (Full Time Equivalents)	27	28	27	28	
Efficiency Indicators					
Average Cost per Member of the Legislative Assembly	\$81,593	\$97,593	\$97,593	\$99,797	

Financial Statements

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	21,751	22,624	23,197	25,034	24,096	24,744	25,406
Grants and subsidies ^(c)	-	-	-	-	100	101	101
Supplies and services.....	913	1,454	1,449	1,462	1,455	1,435	1,432
Accommodation.....	750	768	768	799	830	863	868
Depreciation and amortisation.....	18	17	17	17	16	5	5
Other expenses.....	1,127	1,296	1,304	1,332	1,358	1,391	1,398
TOTAL COST OF SERVICES	24,559	26,159	26,735	28,644	27,855	28,539	29,210
Income							
Other revenue.....	4	-	-	-	-	-	-
Total Income	4	-	-	-	-	-	-
NET COST OF SERVICES	24,555	26,159	26,735	28,644	27,855	28,539	29,210
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	24,169	24,946	25,522	27,400	26,579	27,230	27,901
Resources received free of charge.....	1,070	1,213	1,213	1,244	1,276	1,309	1,309
TOTAL INCOME FROM STATE GOVERNMENT	25,239	26,159	26,735	28,644	27,855	28,539	29,210
SURPLUS/(DEFICIENCY) FOR THE PERIOD	684	-	-	-	-	-	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 27, 27 and 28 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Commonwealth Parliamentary Association.....	-	-	-	-	100	101	101
TOTAL	-	-	-	-	100	101	101

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,851	994	1,809	1,811	1,795	1,779	1,763
Restricted cash	123	-	-	-	-	-	-
Receivables	31	76	24	24	24	24	24
Other.....	64	63	64	64	64	64	64
Total current assets	2,069	1,133	1,897	1,899	1,883	1,867	1,851
NON-CURRENT ASSETS							
Holding account receivables.....	448	465	465	482	498	503	508
Property, plant and equipment.....	95	51	78	61	45	40	35
Restricted cash	-	-	-	16	32	48	64
Other.....	327	327	341	341	341	341	341
Total non-current assets	870	843	884	900	916	932	948
TOTAL ASSETS	2,939	1,976	2,781	2,799	2,799	2,799	2,799
CURRENT LIABILITIES							
Employee provisions	770	707	697	697	697	697	697
Payables.....	166	66	202	228	236	225	214
Other.....	140	23	38	38	30	41	52
Total current liabilities	1,076	796	937	963	963	963	963
NON-CURRENT LIABILITIES							
Employee provisions	129	130	129	129	129	129	129
Other.....	28	28	9	1	1	1	1
Total non-current liabilities	157	158	138	130	130	130	130
TOTAL LIABILITIES.....	1,233	954	1,075	1,093	1,093	1,093	1,093
EQUITY							
Accumulated surplus/(deficit).....	1,602	918	1,602	1,602	1,602	1,602	1,602
Reserves.....	104	104	104	104	104	104	104
Total equity	1,706	1,022	1,706	1,706	1,706	1,706	1,706
TOTAL LIABILITIES AND EQUITY	2,939	1,976	2,781	2,799	2,799	2,799	2,799

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	24,158	24,929	25,505	27,383	26,563	27,225	27,896
Net cash provided by State Government.....	24,158	24,929	25,505	27,383	26,563	27,225	27,896
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(21,612)	(22,792)	(23,365)	(25,018)	(24,055)	(24,695)	(25,393)
Grants and subsidies.....	-	-	-	-	(100)	(101)	(101)
Supplies and services.....	(872)	(1,454)	(1,449)	(1,462)	(1,452)	(1,432)	(1,447)
Accommodation.....	(751)	(768)	(768)	(799)	(830)	(863)	(864)
Other payments.....	(218)	(195)	(203)	(201)	(241)	(249)	(206)
Receipts ^(b)							
GST receipts.....	163	115	115	115	115	115	115
Other receipts.....	4	-	-	-	-	-	-
Net cash from operating activities.....	(23,286)	(25,094)	(25,670)	(27,365)	(26,563)	(27,225)	(27,896)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(27)	-	-	-	-	-	-
Net cash from investing activities.....	(27)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD.....	845	(165)	(165)	18	-	-	-
Cash assets at the beginning of the reporting period.....	1,129	1,159	1,974	1,809	1,827	1,827	1,827
Cash assets at the end of the reporting period.....	1,974	994	1,809	1,827	1,827	1,827	1,827

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
GST Receipts from the Australian Taxation Office.....	152	115	115	115	115	115	115
GST Receipts on Sales.....	11	-	-	-	-	-	-
Other Receipts							
Other Receipts.....	4	-	-	-	-	-	-
TOTAL.....	167	115	115	115	115	115	115

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

Division 1 Parliamentary Services

Part 1 Parliament

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 3 Net amount appropriated to deliver services	15,903	16,579	16,579	16,704	16,832	17,081	17,415
Total appropriations provided to deliver services.....	15,903	16,579	16,579	16,704	16,832	17,081	17,415
CAPITAL							
Item 123 Capital Appropriation	1,000	1,000	1,000	1,000	1,000	1,000	1,000
TOTAL APPROPRIATIONS	16,903	17,579	17,579	17,704	17,832	18,081	18,415
EXPENSES							
Total Cost of Services.....	15,894	16,633	16,633	16,744	16,873	17,139	17,428
Net Cost of Services ^(a)	15,775	16,633	16,633	16,744	16,873	17,139	17,428
CASH ASSETS ^(b)	1,054	498	501	501	501	501	501

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	154	-	-	-

Outcomes, Services and Key Performance Information

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

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Provision of Infrastructure and Facilities	5,775	5,710	5,710	5,636	5,906	5,999	6,100
2. Provision of Information and Services.....	10,119	10,923	10,923	11,108	10,967	11,140	11,328
Total Cost of Services	15,894	16,633	16,633	16,744	16,873	17,139	17,428

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Infrastructure, facilities, information and services that meet the needs of stakeholders:					
Average Member rating of infrastructure and facilities	97%	90%	90%	90%	
Availability of infrastructure and facilities	99%	95%	95%	95%	
Average Member rating of information and services	98%	90%	90%	90%	
Availability of information and services	99%	95%	95%	95%	
Average Presiding Officer and staff rating for infrastructure, facilities, information and services.....	97%	95%	95%	95%	

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

(b) These measures represent a threshold of minimum acceptable performance in the effective delivery of services. It is expected that actual performance may exceed these targets.

Services and Key Efficiency Indicators

1. Provision of Infrastructure and Facilities

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 5,775	\$'000 5,710	\$'000 5,710	\$'000 5,636	
Less Income.....	102	-	-	-	
Net Cost of Service.....	5,673	5,710	5,710	5,636	
Employees (Full Time Equivalents).....	19	21	18	21	
Efficiency Indicators					
Average Cost per Member of Parliament and Chamber Departments'					
Employee for Providing Infrastructure and Facilities ^(a)	\$36,669	\$36,139	\$36,323	\$35,581	
Percentage of Variable Costs Expended to Maintain Parliament House					
Building and Grounds ^(b)	30%	23%	23%	25%	

(a) The number of Members and Chamber Departments' employees used in these calculations was 158 for 2014-15 Actual and 2015-16 Budget, 157 for 2015-16 Estimated Actual, and 158 for 2016-17 Budget Target.

(b) Variable costs represent the Department's total recurrent funds less staffing costs, statutory charges and contractual obligations.

2. Provision of Information and Services

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 10,119	\$'000 10,923	\$'000 10,923	\$'000 11,108	
Less Income.....	17	-	-	-	
Net Cost of Service.....	10,102	10,923	10,923	11,108	
Employees (Full Time Equivalents).....	86	88	86	87	
Efficiency Indicators					
Average Cost per Member of Parliament and Chamber Departments'					
Employee for Providing Information and Services ^(a)	\$45,615	\$47,204	\$48,226	\$52,887	
Average Cost of Services per Sitting Day ^(b)	\$45,128	\$50,215	\$50,634	\$53,544	
Average Cost per Student/Member of the Public to Promote Knowledge and Awareness of the Work of the Parliament.....	\$26.15	\$29.37	\$29.37	\$29.23	

(a) The number of Members and Chamber Departments' employees used in these calculations was 158 for 2014-15 Actual and 2015-16 Budget, 157 for 2015-16 Estimated Actual, and 158 for 2016-17 Budget Target.

(b) The numbers of sitting days used in these calculations were 65 in 2014-15, 69 for 2015-16 Budget, 66 for 2015-16 Estimated Actual, and 51 for 2016-17 Budget Target.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Infrastructure and Equipment							
Asset Refurbishment and Replacement Program.....	14,447	6,447	1,264	1,000	1,000	1,000	1,000
Total Cost of Asset Investment Program.....	14,447	6,447	1,264	1,000	1,000	1,000	1,000
FUNDED BY							
Capital Appropriation			1,000	1,000	1,000	1,000	1,000
Internal Funds and Balances.....			264	-	-	-	-
Total Funding.....			1,264	1,000	1,000	1,000	1,000

Financial Statements

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	10,369	11,036	11,036	11,195	11,332	11,615	11,866
Supplies and services	1,955	2,414	2,414	2,525	2,633	2,687	2,701
Accommodation	1,958	1,609	1,609	1,633	1,676	1,712	1,715
Depreciation and amortisation.....	1,438	1,354	1,354	1,219	1,116	972	972
Other expenses.....	174	220	220	172	116	153	174
TOTAL COST OF SERVICES	15,894	16,633	16,633	16,744	16,873	17,139	17,428
Income							
Other revenue ^(c)	119	-	-	-	-	-	-
Total Income.....	119	-	-	-	-	-	-
NET COST OF SERVICES	15,775	16,633	16,633	16,744	16,873	17,139	17,428
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	15,903	16,579	16,579	16,704	16,832	17,081	17,415
Resources received free of charge	9	25	25	11	12	29	13
TOTAL INCOME FROM STATE GOVERNMENT	15,912	16,604	16,604	16,715	16,844	17,110	17,428
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	137	(29)	(29)	(29)	(29)	(29)	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 105, 104 and 108 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

(c) Reflects contributions toward specific projects requested by Chamber Departments.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	652	498	501	449	396	342	287
Restricted cash	402	-	-	-	-	-	-
Receivables	144	64	144	144	144	144	144
Other.....	159	108	159	159	159	159	159
Total current assets	1,357	670	804	752	699	645	590
NON-CURRENT ASSETS							
Holding account receivables.....	9,069	10,423	10,423	11,642	12,758	13,730	14,702
Property, plant and equipment.....	63,780	67,142	64,581	65,150	65,725	66,314	66,923
Intangibles	192	68	99	102	125	162	199
Restricted cash	-	-	-	52	105	159	214
Other.....	1,682	1,292	1,481	1,287	1,170	1,169	1,168
Total non-current assets	74,723	78,925	76,584	78,233	79,883	81,534	83,206
TOTAL ASSETS	76,080	79,595	77,388	78,985	80,582	82,179	83,796
CURRENT LIABILITIES							
Employee provisions	1,795	1,847	1,847	1,847	1,847	1,847	1,847
Payables.....	302	321	338	342	373	361	319
Other.....	409	85	68	96	94	135	177
Total current liabilities	2,506	2,253	2,253	2,285	2,314	2,343	2,343
NON-CURRENT LIABILITIES							
Employee provisions	162	141	162	162	162	162	162
Other.....	11	18	4	1	1	1	1
Total non-current liabilities	173	159	166	163	163	163	163
TOTAL LIABILITIES.....	2,679	2,412	2,419	2,448	2,477	2,506	2,506
EQUITY							
Contributed equity	22,456	23,456	23,456	24,456	25,456	26,456	27,456
Accumulated surplus/(deficit).....	6,625	6,465	6,596	6,567	6,538	6,509	6,509
Reserves.....	44,320	47,262	44,917	45,514	46,111	46,708	47,325
Total equity	73,401	77,183	74,969	76,537	78,105	79,673	81,290
TOTAL LIABILITIES AND EQUITY	76,080	79,595	77,388	78,985	80,582	82,179	83,796

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	14,486	15,225	15,225	15,485	15,716	16,109	16,443
Capital appropriation.....	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Net cash provided by State Government.....	15,486	16,225	16,225	16,485	16,716	17,109	17,443
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(10,305)	(11,287)	(11,287)	(11,157)	(11,283)	(11,566)	(11,866)
Supplies and services.....	(2,181)	(2,399)	(2,399)	(2,525)	(2,633)	(2,671)	(2,701)
Accommodation.....	(1,977)	(1,608)	(1,608)	(1,631)	(1,673)	(1,708)	(1,702)
Other payments.....	(720)	(785)	(785)	(737)	(692)	(729)	(739)
Receipts ^(b)							
GST receipts.....	500	565	565	565	565	565	565
Other receipts.....	149	-	-	-	-	-	-
Net cash from operating activities.....	(14,534)	(15,514)	(15,514)	(15,485)	(15,716)	(16,109)	(16,443)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(1,423)	(1,000)	(1,264)	(1,000)	(1,000)	(1,000)	(1,000)
Net cash from investing activities.....	(1,423)	(1,000)	(1,264)	(1,000)	(1,000)	(1,000)	(1,000)
NET INCREASE/(DECREASE) IN CASH HELD.....	(471)	(289)	(553)	-	-	-	-
Cash assets at the beginning of the reporting period.....	1,525	787	1,054	501	501	501	501
Cash assets at the end of the reporting period.....	1,054	498	501	501	501	501	501

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
GST Receipts from Australian Taxation							
Office.....	487	565	565	565	565	565	565
GST Receipts on Sales.....	13	-	-	-	-	-	-
Other Receipts							
Other Receipts.....	149	-	-	-	-	-	-
TOTAL.....	649	565	565	565	565	565	565

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

Division 2 Parliamentary Commissioner for Administrative Investigations

Part 1 Parliament

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 4 Net amount appropriated to deliver services	7,556	8,139	7,982	7,507	7,240	7,218	7,303
Amount Authorised by Other Statutes - Parliamentary Commissioner Act 1971.....	648	659	659	659	659	659	659
Total appropriations provided to deliver services.....	8,204	8,798	8,641	8,166	7,899	7,877	7,962
TOTAL APPROPRIATIONS	8,204	8,798	8,641	8,166	7,899	7,877	7,962
EXPENSES							
Total Cost of Services.....	10,332	11,227	11,070	10,595	10,328	10,306	10,391
Net Cost of Services ^(a)	7,869	9,238	9,081	8,606	8,339	8,317	8,402
CASH ASSETS ^(b)	1,947	790	1,692	1,712	1,732	1,752	1,738

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2015-16 Streamlined Budget Process Incentive Funding	(157)	-	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(3)	(66)	(128)	(192)

Significant Issues Impacting the Agency

- Timely complaint resolution is a significant factor in providing effective and efficient assistance to complainants and improvements to the standard of public administration. In 2015-16, the Office anticipates that 96% of complaints will be resolved within three months, and as at 30 June 2016, the average age of complaints will be 26 days (compared to 173 days at 30 June 2007).
- The Office undertakes important roles in relation to the review of certain child deaths and family and domestic violence fatalities. In 2015-16, the Office tabled in Parliament a major own motion investigation report 'Investigation into issues associated with Violence Restraining Orders and their relationship with family and domestic violence fatalities' that contained 54 recommendations to four government agencies about ways to prevent or reduce family and domestic violence fatalities. The Office also undertook work on a major own motion investigation into ways to prevent or reduce child deaths by drowning.
- The Office has continued with its program to enhance awareness of, and accessibility to, its services by Aboriginal and regional Western Australians through a range of strategies, including the Office's Regional Awareness and Accessibility program. In addition, in 2015-16, the Office has continued work on a program to enhance awareness of, and accessibility to, its services for children and young people. The Office also continues to engage effectively with public authorities to strengthen their capacity in complaint handling and decision making through a range of mechanisms.
- In addition to investigating complaints, reviewing certain child deaths and family and domestic violence fatalities, and undertaking own motion investigations, the Office undertakes a range of additional functions, including the inspection of telecommunication interception records and overseas student appeals. In recent years, the trend has been for an increasing range of functions to be undertaken by the Office, including the Ombudsman's functions under the *Criminal Organisations Control Act 2012*, commencing in 2013-14, and the Ombudsman's function to monitor the Infringement Notices provisions of *The Criminal Code*, commencing in 2014-15.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Resolving Complaints about Decision Making of Public Authorities and Improving the Standard of Public Administration.....	10,332	11,227	11,070	10,595	10,328	10,306	10,391
Total Cost of Services	10,332	11,227	11,070	10,595	10,328	10,306	10,391

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The public sector of Western Australia is accountable for, and is improving the standard of, administrative decision making, practices and conduct:					
Where the Ombudsman made recommendations to improve practices or procedures, the percentage of recommendations accepted by agencies.....	100%	100%	100%	100%	
Number of improvements to practices or procedures as a result of Ombudsman action.....	152	100	135	100	1

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators
1. Resolving Complaints about Decision Making of Public Authorities and Improving the Standard of Public Administration

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 10,332	\$'000 11,227	\$'000 11,070	\$'000 10,595	
Less Income.....	2,463	1,989	1,989	1,989	
Net Cost of Service.....	7,869	9,238	9,081	8,606	
Employees (Full Time Equivalents).....	60	71	71	67	
Efficiency Indicators					
Percentage of Allegations Finalised within Three Months.....	98%	95%	96%	95%	
Percentage of Allegations Finalised within 12 Months.....	100%	100%	100%	100%	
Percentage of Allegations on Hand at 30 June Less Than Three Months Old.....	96%	90%	90%	90%	
Percentage of Allegations on Hand at 30 June Less Than 12 Months Old....	100%	100%	100%	100%	
Average Cost per Finalised Allegation.....	\$1,857	\$1,890	\$1,890	\$1,890	
Average Cost per Finalised Notification of Death.....	\$18,983	\$18,950	\$18,800	\$18,950	
Cost to Monitor the Infringement Notices Provisions of The Criminal Code...	\$413,585	\$858,000	\$858,000	\$557,000	1
Cost of Monitoring and Inspection Functions.....	n/a	\$415,000	\$415,000	\$415,000	2

Explanation of Significant Movements

(Notes)

- The 2016-17 Budget Target is less than the 2015-16 Estimated Actual reflecting the final year of funding for this function.
- As 2015-16 is the first year of this Efficiency Indicator there is no comparable data in prior years.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2015-16 Program.....	208	208	208	-	-	-	-
NEW WORKS							
Asset Replacement							
2016-17 Program.....	208	-	-	208	-	-	-
2017-18 Program.....	208	-	-	-	208	-	-
2018-19 Program.....	208	-	-	-	-	208	-
2019-20 Program.....	242	-	-	-	-	-	242
Total Cost of Asset Investment Program.....	1,074	208	208	208	208	208	242
FUNDED BY							
Drawdowns from the Holding Account.....			208	208	208	208	208
Internal Funds and Balances.....			-	-	-	-	34
Total Funding.....			208	208	208	208	242

Financial Statements

Income Statement

Expenses

The variance in the Total Cost of Services between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate reflects the final year of funding for the Office's function to monitor the infringement notices provisions of *The Criminal Code*.

Statement of Financial Position

Minor changes in the Statement of Financial Position are due to fluctuations in the value of routine asset replacements from year to year. The increase in current assets between the 2015-16 Budget and the 2015-16 Estimated Actual is primarily due to an increase in cash assets.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	7,536	7,821	7,690	7,309	7,062	6,988	7,050
Supplies and services	1,048	1,216	1,468	1,374	1,354	1,406	1,429
Accommodation	1,127	1,205	1,542	1,542	1,542	1,542	1,542
Depreciation and amortisation.....	310	235	215	215	215	215	215
Other expenses.....	311	750	155	155	155	155	155
TOTAL COST OF SERVICES	10,332	11,227	11,070	10,595	10,328	10,306	10,391
Income							
Other revenue.....	2,463	1,989	1,989	1,989	1,989	1,989	1,989
Total Income.....	2,463	1,989	1,989	1,989	1,989	1,989	1,989
NET COST OF SERVICES	7,869	9,238	9,081	8,606	8,339	8,317	8,402
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	8,204	8,798	8,641	8,166	7,899	7,877	7,962
Resources received free of charge	435	440	440	440	440	440	440
TOTAL INCOME FROM STATE GOVERNMENT	8,639	9,238	9,081	8,606	8,339	8,317	8,402
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	770	-	-	-	-	-	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 60, 71 and 67 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,647	790	1,692	1,692	1,692	1,692	1,658
Restricted cash	300	-	-	-	-	-	-
Holding account receivables	208	208	208	208	208	208	208
Receivables	164	16	164	164	164	164	164
Other	103	94	103	103	103	103	103
Total current assets	2,422	1,108	2,167	2,167	2,167	2,167	2,133
NON-CURRENT ASSETS							
Holding account receivables	1,917	1,958	1,958	1,971	1,978	1,985	1,992
Property, plant and equipment	116	187	109	102	95	88	115
Intangibles	165	220	165	165	165	165	165
Restricted cash	-	-	-	20	40	60	80
Total non-current assets	2,198	2,365	2,232	2,258	2,278	2,298	2,352
TOTAL ASSETS	4,620	3,473	4,399	4,425	4,445	4,465	4,485
CURRENT LIABILITIES							
Employee provisions	1,486	1,332	1,520	1,526	1,526	1,526	1,526
Payables	165	-	165	165	165	165	165
Other	279	60	24	44	64	84	104
Total current liabilities	1,930	1,392	1,709	1,735	1,755	1,775	1,795
NON-CURRENT LIABILITIES							
Employee provisions	388	549	388	388	388	388	388
Total non-current liabilities	388	549	388	388	388	388	388
TOTAL LIABILITIES	2,318	1,941	2,097	2,123	2,143	2,163	2,183
EQUITY							
Contributed equity	1,206	1,206	1,206	1,206	1,206	1,206	1,206
Accumulated surplus/(deficit)	1,096	326	1,096	1,096	1,096	1,096	1,096
Total equity	2,302	1,532	2,302	2,302	2,302	2,302	2,302
TOTAL LIABILITIES AND EQUITY	4,620	3,473	4,399	4,425	4,445	4,465	4,485

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	7,906	8,549	8,392	7,945	7,684	7,662	7,747
Holding account drawdowns.....	196	208	208	208	208	208	208
Net cash provided by State Government.....	8,102	8,757	8,600	8,153	7,892	7,870	7,955
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(7,465)	(8,062)	(7,911)	(7,283)	(7,042)	(6,968)	(7,030)
Supplies and services.....	(505)	(722)	(1,295)	(1,201)	(1,181)	(1,233)	(1,256)
Accommodation.....	(1,123)	(1,205)	(1,163)	(1,163)	(1,163)	(1,163)	(1,163)
Other payments.....	(624)	(1,075)	(538)	(538)	(538)	(538)	(538)
Receipts ^(b)							
GST receipts.....	240	271	271	271	271	271	271
Other receipts.....	2,459	1,989	1,989	1,989	1,989	1,989	1,989
Net cash from operating activities.....	(7,018)	(8,804)	(8,647)	(7,925)	(7,664)	(7,642)	(7,727)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(211)	(208)	(208)	(208)	(208)	(208)	(242)
Net cash from investing activities.....	(211)	(208)	(208)	(208)	(208)	(208)	(242)
NET INCREASE/(DECREASE) IN CASH HELD							
	873	(255)	(255)	20	20	20	(14)
Cash assets at the beginning of the reporting period.....	1,074	1,045	1,947	1,692	1,712	1,732	1,752
Cash assets at the end of the reporting period.....	1,947	790	1,692	1,712	1,732	1,752	1,738

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
GST Receipts from Australian Taxation							
Office.....	2	142	142	142	142	142	142
GST Receipts on Sales.....	238	129	129	129	129	129	129
Other Receipts							
Other Receipts.....	2,459	1,989	1,989	1,989	1,989	1,989	1,989
TOTAL.....	2,699	2,260	2,260	2,260	2,260	2,260	2,260

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

Part 2
Premier; Minister for Tourism; Science

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Premier and Cabinet			
	– Delivery of Services.....	168,752	161,662	171,952
	– Administered Grants, Subsidies and Other Transfer Payments ...	15,000	15,837	15,837
	Total.....	183,752	177,499	187,789
	Public Sector Commission			
	– Delivery of Services.....	27,478	27,427	26,636
	Total.....	27,478	27,427	26,636
	Governor's Establishment			
	– Delivery of Services.....	4,917	5,305	5,343
	Total.....	4,917	5,305	5,343
	Salaries and Allowances Tribunal			
	– Delivery of Services.....	1,077	1,077	1,084
	Total.....	1,077	1,077	1,084
	Western Australian Tourism Commission			
	– Delivery of Services.....	63,583	63,583	65,380
	– Capital Appropriation.....	150	150	150
	Total.....	63,733	63,733	65,530
	Chemistry Centre (WA)			
	– Delivery of Services.....	7,532	7,805	6,710
	– Capital Appropriation.....	-	1,300	1,500
	Total.....	7,532	9,105	8,210
	GRAND TOTAL			
	– Delivery of Services.....	273,339	266,859	277,105
	– Administered Grants, Subsidies and Other Transfer Payments ...	15,000	15,837	15,837
	– Capital Appropriation.....	150	1,450	1,650
	Total.....	288,489	284,146	294,592

Division 3 Premier and Cabinet

Part 2 Premier; Minister for Tourism; Science

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 5 Net amount appropriated to deliver services	153,615	166,387	159,297	169,587	163,509	159,329	162,128
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	2,288	2,365	2,365	2,365	2,365	2,365	2,365
Total appropriations provided to deliver services	155,903	168,752	161,662	171,952	165,874	161,694	164,493
ADMINISTERED TRANSACTIONS							
Item 6 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	45,000	15,000	15,837	15,837	15,000	15,000	15,000
CAPITAL							
Capital Appropriation	3,000	-	-	-	-	-	-
TOTAL APPROPRIATIONS	203,903	183,752	177,499	187,789	180,874	176,694	179,493
EXPENSES							
Total Cost of Services	169,727	184,222	173,982	224,227	179,654	176,517	176,652
Net Cost of Services ^(a)	165,892	179,949	169,709	220,279	176,674	173,535	173,670
CASH ASSETS ^(b)	64,812	58,085	63,619	27,088	24,970	21,803	20,842

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Tariffs, Fees and Charges	-	16	16	17	17
Innovation Package	-	5,000	5,000	5,000	5,000
Kimberley Girl Program	-	200	-	-	-
Lord Mayor's Appeal	1,000	-	-	-	-
Ministerial Air Charter Service ^(a)	-	-	-	-	-
Resolution of Native Title in the South West of Western Australia	-	4,536	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(38)	(785)	(1,528)	(2,318)
Royalties for Regions					
Dirk Hartog 400 th Anniversary Commemorations	580	240	-	-	-
Science and Agribusiness Connect Program	100	850	880	870	710
Scitech Revitalisation Program	250	-	-	-	-
Shark Hazard Mitigation Program - Beach Enclosures	-	400	-	-	-
Strategic Assessment of the Perth and Peel Regions	-	1,050	-	-	-
Western Australian Biodiversity Science Institute	860	1,710	1,260	1,440	1,450
Western Australian Meth Strategy	-	150	-	-	-

(a) The additional funding required is not disclosed in order to avoid prejudicing commercial negotiations.

Significant Issues Impacting the Agency

- The Department will progress the completion of all legal processes associated with the registration of the six Indigenous Land Use Agreements (ILUAs), which make up the South West Native Title Settlement.
- The Department will continue to highlight unnecessary procedural complexity in the *Native Title Act 1993 (Cth)*, which undermines the development potential of regional and remote areas of the State, including economic opportunities for Native Title holders.
- Through strong collaborative science relationships between Government, industry and researchers at a local, national and international level, the Office of Science will continue to deliver on the Science Statement by pursuing initiatives that contribute to growing Western Australia's economy.
- As part of leading the State Government's involvement in the Square Kilometre Array (SKA) project, the Office of Science is facilitating the progression of new land tenure arrangements for the Australian SKA site and is negotiating the development of an accompanying legal agreement with the Commonwealth Scientific and Industrial Research Organisation.
- The Office of Science has launched the Science and Agribusiness Connect program, which aims to attract two exceptional research fellows to develop Western Australia's excellence in agricultural science, improve the work readiness of tertiary students and support entrepreneurship and innovation among farmers within the agriculture and aquaculture industries.
- The Office of Science is supporting the Chief Scientist of Western Australia in leading a review of Western Australia's current data linkage capabilities to ensure a whole-of-government approach that delivers benefits to Western Australians.
- The Department will continue to work with other government departments, the Dutch Government and the Shire of Shark Bay to commemorate and celebrate the 400th Anniversary of Dirk Hartog's landing at Cape Inscription on Dirk Hartog Island, including an event in Shark Bay in 2016.
- The Department continues to work with the Department of Fisheries on shark hazard mitigation strategies to enhance the safety of water users.
- The Kimberley Science and Conservation Strategy remains a priority, and the Department continues to work with government departments to implement it. The Department is also working closely with Kimberley Native Title holders to finalise the ILUAs related to the creation of Kimberley National Park, Horizontal Falls National Park, Great Kimberley Marine Park and Roebuck Bay Marine Park.
- The Department, in collaboration with relevant agencies, is working towards finalisation of the Strategic Assessment of the Perth and Peel Regions (Strategic Assessment); and submission to the Commonwealth Minister for Environment for approval.
- The Department continues to support the Department of Finance in implementing the State's 2016 priorities for regulatory reform and red tape reduction, and in preparing for a third annual Repeal Day in Parliament.
- Work is proceeding to broaden a one-stop-shop environmental assessment bilateral agreement, signed with the Commonwealth in October 2014 to encompass legislative changes currently before State Parliament. The Department is awaiting passage of amendments to Commonwealth legislation before finalising a draft bilateral agreement to streamline environmental approvals.
- The Department continues to provide support to the Premier to promote the State's interests in bilateral and Council of Australian Governments negotiations. Fundamental reform of the GST sharing arrangements remains the highest reform priority, and discussions have commenced on competition reforms related to the Commonwealth's Harper Review.
- The Department will support the Premier in the State's contribution on national infrastructure initiatives including the activities of Infrastructure Australia; the development of northern Western Australia through the Commonwealth's Developing Northern Australia White Paper initiatives; and national partnership agreements on infrastructure projects.
- Further deepening the relationship between the public and not-for-profit sectors remains a priority for the Department. This includes supporting the Partnership Forum to implement its Strategic Directions 2016 and 2017, focused on identifying and providing advice on emerging issues; engaging and empowering service users; integrating community services at local level; and supporting cultural change in the public and not-for-profit sectors.
- Following the recent agreement to extend and expand the current National Disability Insurance Scheme trials in Western Australia, the Department will negotiate with the Commonwealth Government the arrangements for the state-wide roll out of the National Disability Insurance Scheme from 1 July 2017, which will include drawing on the lessons of the extended and expanded trials and the experiences of people with disability, their families, carers and service providers.

- The Department will have an ongoing role supporting the implementation of the Government's Aboriginal affairs reform agenda, including Regional Services Reform, Aboriginal Youth Investment Reforms and Aboriginal justice reforms. This will include negotiations with the Commonwealth Government to align reform and investment in Aboriginal affairs.
- As part of the State's contribution to national counter-terrorism efforts, the Department will coordinate the State's consideration of State and national counter-terrorism legislation, and the development and coordination of measures designed to counter violent extremism.
- The Department is coordinating the State Government's efforts to clean up damaged homes and buildings within the community of Yarloop and surrounding areas in the Shires of Harvey and Waroona, which were impacted by a devastating fire in January 2016.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Administration of Executive Government Services	128,745	110,395	110,195	115,306	112,403	111,662	111,985
2. Government Policy Management.....	40,982	73,827	63,787	108,921	67,251	64,855	64,667
Total Cost of Services	169,727	184,222	173,982	224,227	179,654	176,517	176,652

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15	2015-16	2015-16	2016-17	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Executive Government receives appropriate support:					
Targets for support services are met or exceeded	99%	96%	99%	96%	
Service recipient's confirmation that services provided enable them to meet Executive Government's obligations ^(b)	4	3.8	3.9	3	
Outcome: The Premier and Ministers receive high quality, rigorous and timely policy advice:					
Service recipient's satisfaction with the policy advice provided in relation to:					
Quality ^(b)	4	4	3.7	4	
Timeliness ^(b)	4	4	3.7	4	

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

(b) Value point along a continuum that ranges from one indicating 'well below expectations' to five indicating 'well above expectations'.

Services and Key Efficiency Indicators

1. Administration of Executive Government Services

The Department provides a range of services including:

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

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(a)	\$'000 128,745	\$'000 110,395	\$'000 110,195	\$'000 115,306	1
Less Income.....	2,724	2,249	2,249	2,085	
Net Cost of Service.....	126,021	108,146	107,946	113,221	
Employees (Full Time Equivalents).....	508	545	528	528	
Efficiency Indicators ^(b)					
Average Operating Cost per Ministerial Office (including Premier's Office and Leader of the Opposition)	\$2,657	\$2,643	\$2,643	\$2,902	2
Average Cost of Support Provided per Ministerial Office (including Premier's Office and Leader of the Opposition).....	\$1,434	\$1,517	\$405	\$391	3
Average Cost of Representing Western Australia's Interests Overseas (per Region).....	\$1,663	\$1,445	\$1,445	\$1,424	
Average Cost of Entitlements per Member of Parliament.....	\$401	\$389	\$389	\$369	
Average Cost of Support Provided per Member of Parliament	\$18	\$18	\$18	\$17	

(a) May include adjustments for changes in accounting policy and functional responsibilities.

(b) The cost of support provided to inquiries and working with the community, community service grants and donations and corporate services provided free of charge to external agencies of \$9.2 million in the 2014-15 Actual, \$8.9 million in 2015-16 Budget, \$8.7 million in 2015-16 Estimated Actual and \$11.4 million in the 2016-17 Budget Target, is included in the overall cost of service for Administration of Executive Government Services but excluded from the reported Efficiency Indicators as it is not considered to be a cost of service delivery.

Explanation of Significant Movements

(Notes)

1. The 2014-15 Actual is not comparable with the 2015-16 Budget, 2015-16 Estimated Actual or the 2016-17 Budget Target. This is due to a change in methodology previously used to allocate costs.
2. The Average Operating Costs per Ministerial Office for the 2016-17 Budget Target has increased mainly due to cost escalations for supplies and services, expected increases in aircraft lease expenditure and salary escalation in accordance with awards and economic projections.
3. The 2014-15 Actual and 2015-16 Budget are not comparable with the 2015-16 Estimated Actual and 2016-17 Budget Target. This is due to a change in methodology previously used to allocate costs.

2. Government Policy Management

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

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(a)	\$'000 40,982	\$'000 73,827	\$'000 63,787	\$'000 108,921	1,2
Less Income.....	1,111	2,024	2,024	1,863	
Net Cost of Service.....	39,871	71,803	61,763	107,058	
Employees (Full Time Equivalents).....	142	163	135	145	
Efficiency Indicators					
Average Cost per Government ILUAs Managed ^(b)	\$502	\$1,131	\$374	\$196	3,4
Average Cost per Project ILUAs Managed ^(b)	\$908	\$338	\$114	\$299	3,5
Average Cost to Manage a Native Title Claim ^(b)	-	-	-	\$19	6
Total Cost to Deliver Policy Advice ^(c)	-	-	-	\$33,165	6
Number of Cabinet Submissions Assessed.....	-	-	-	700	6
Number of Cabinet Submission Briefing Notes Presented to the Premier.....	-	-	-	270	6

(a) May include adjustments for changes in accounting policy and functional responsibilities.

(b) Native Title Unit grant payments of \$6.9 million in the 2014-15 Actual, \$19.6 million in the 2015-16 Budget, \$7 million in the 2015-16 Estimated Actual and \$45.9 million in the 2016-17 Budget Target have been excluded from the expenditure used to derive these indicators as they are not considered to be a cost of service delivery.

(c) Total Cost to Deliver Policy Advice is a new Efficiency Indicator. Office of Science grant payments for 2014-15 Actual, 2015-16 Budget, and 2015-16 Estimated Actual of \$18.3 million, \$20.9 million and \$20.2 million respectively were excluded from these indicators as they are not considered to be a cost of service delivery.

Explanation of Significant Movements

(Notes)

1. The increase in the 2016-17 Budget Target is mainly due to the inclusion of the Browse Liquefied Natural Gas (LNG) Project grant expenditure.
2. The 2014-15 Actual is not comparable with the 2015-16 Budget, 2015-16 Estimate Actual or the 2016-17 Budget Target. This is due to a change in methodology previously used to allocate costs.
3. The 2014-15 Actual and 2015-16 Budget are not comparable with the 2015-16 Estimated Actual and 2016-17 Budget Target. This is due to a change in methodology previously used to allocate costs.
4. Relative to the 2014-15 Actual, the Average Cost per Government ILUAs Managed has declined due to the number of ILUAs managed increasing from 7 to 14 for the 2015-16 Estimated Actual and 2016-17 Budget Target respectively.
5. Relative to the 2015-16 Estimated Actual, the Average Cost per Project ILUAs Managed has increased primarily due to a reduction in project ILUAs managed from 11 to 4 for the 2015-16 Budget and 2016-17 Budget Target respectively.
6. This is a new Efficiency Indicator and previous years data is not available.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement/Upgrade							
Computer Hardware and Software - 2015-16 Program	1,949	1,949	1,949	-	-	-	-
Electorate Offices Equipment Upgrade 2015-16 Program.....	73	73	73	-	-	-	-
State Law Publisher - Replacement of Copying Machine.....	1,400	1,400	1,400	-	-	-	-
NEW WORKS							
Asset Replacement/Upgrade							
Computer Hardware and Software							
2016-17 Program.....	1,079	-	-	1,079	-	-	-
2017-18 Program.....	1,090	-	-	-	1,090	-	-
2018-19 Program.....	951	-	-	-	-	951	-
2019-20 Program.....	1,057	-	-	-	-	-	1,057
Electorate Offices Equipment Upgrade							
2016-17 Program.....	100	-	-	100	-	-	-
2018-19 Program.....	378	-	-	-	-	378	-
Total Cost of Asset Investment Program.....	8,077	3,422	3,422	1,179	1,090	1,329	1,057
FUNDED BY							
Drawdowns from the Holding Account.....			3,422	1,179	1,090	1,329	1,057
Total Funding.....			3,422	1,179	1,090	1,329	1,057

Financial Statements

Income Statement

Expenses

The 2016-17 Budget Estimate includes the anticipated grants payment from the Browse LNG Project trust account to the Economic Development Fund (\$10 million) and the Indigenous Housing Fund (\$20 million).

Income

The reduction in grants and subsidy revenue in the 2016-17 Budget Estimate compared to the 2015-16 Estimated Actual reflects one-off funding of \$492,000 received from the Western Australian Department of Planning for the Strategic Assessment.

The reduction of other income from 2017-18 is associated with the Browse LNG Project payment in 2016-17, resulting in a significantly lower amount of interest earnings from the trust account.

Statement of Financial Position

The decrease in restricted cash from 2015-16 Budget to 2016-17 Budget Estimate to is due to the payment of the Browse LNG Project moneys from the trust account.

Statement of Cashflows

The increase in grants and subsidy payments in the 2016-17 Budget Estimate reflects the payment of the Browse LNG Project grant from the trust account.

The increase in receipts for 2016-17 Budget Estimate from the Royalties for Regions Community Services Fund is mainly due to additional funding for the Great Kimberley Marine Park (\$2.9 million) and the Agribusiness Connect Program (\$850,000).

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	79,934	82,583	82,400	83,529	81,671	81,078	82,176
Grants and subsidies ^(c)	31,956	47,776	37,735	79,325	37,091	35,834	35,639
Supplies and services.....	31,853	28,604	28,604	35,519	34,494	32,646	31,878
Accommodation.....	21,900	20,172	20,172	20,721	21,232	21,735	21,735
Depreciation and amortisation.....	2,009	2,597	2,597	2,597	2,575	2,575	2,575
Other expenses.....	2,075	2,490	2,474	2,536	2,591	2,649	2,649
TOTAL COST OF SERVICES	169,727	184,222	173,982	224,227	179,654	176,517	176,652
Income							
Sale of goods and services.....	1,584	1,671	1,671	1,783	1,905	1,907	1,907
Grants and subsidies.....	451	949	949	457	457	457	457
Other revenue.....	1,800	1,653	1,653	1,708	618	618	618
Total Income	3,835	4,273	4,273	3,948	2,980	2,982	2,982
NET COST OF SERVICES	165,892	179,949	169,709	220,279	176,674	173,535	173,670
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	155,903	168,752	161,662	171,952	165,874	161,694	164,493
Resources received free of charge.....	7,040	7,367	7,367	7,437	7,437	7,437	7,437
Royalties for Regions Fund: Regional Community Services Fund.....	85	1,052	1,742	4,059	945	937	779
TOTAL INCOME FROM STATE GOVERNMENT	163,028	177,171	170,771	183,448	174,256	170,068	172,709
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(2,864)	(2,778)	1,062	(36,831)	(2,418)	(3,467)	(961)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 650, 663 and 673 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Browse LNG Precinct Regional Benefits							
Package.....	2,220	2,266	2,266	33,241	2,417	2,496	2,496
Community Grants.....	6,834	7,050	8,680	7,539	6,449	6,538	6,538
Native Title Unit Grants.....	4,635	17,330	4,699	13,563	5,615	3,955	3,870
Office of Science.....	18,267	20,940	21,900	22,927	22,610	22,845	22,735
Regional Community Services Fund Great Kimberley Marine Park.....	-	190	190	2,055	-	-	-
TOTAL	31,956	47,776	37,735	79,325	37,091	35,834	35,639

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	30,161	25,279	33,329	24,792	22,374	18,907	17,646
Holding account receivables	3,422	1,179	1,179	1,090	1,329	1,329	1,329
Receivables	1,346	2,291	1,346	1,346	1,346	1,346	1,346
Other	716	1,118	716	716	716	716	716
Total current assets	35,645	29,867	36,570	27,944	25,765	22,298	21,037
NON-CURRENT ASSETS							
Holding account receivables	24,341	27,159	25,759	27,266	28,512	29,758	31,276
Property, plant and equipment	1,149	2,380	3,460	2,798	1,709	1,080	62
Intangibles	777	709	777	777	777	68	68
Restricted cash	34,651	32,806	30,290	2,296	2,596	2,896	3,196
Other	3,504	2,966	2,018	1,262	866	958	458
Total non-current assets	64,422	66,020	62,304	34,399	34,460	34,760	35,060
TOTAL ASSETS	100,067	95,887	98,874	62,343	60,225	57,058	56,097
CURRENT LIABILITIES							
Employee provisions	17,486	15,388	17,486	17,486	17,486	17,486	17,486
Payables	1,426	2,869	1,150	1,426	1,426	1,426	1,426
Other	2,447	1,462	468	492	792	1,092	1,092
Total current liabilities	21,359	19,719	19,104	19,404	19,704	20,004	20,004
NON-CURRENT LIABILITIES							
Employee provisions	3,060	3,338	3,060	3,060	3,060	3,060	3,060
Other	9	9	9	9	9	9	9
Total non-current liabilities	3,069	3,347	3,069	3,069	3,069	3,069	3,069
TOTAL LIABILITIES	24,428	23,066	22,173	22,473	22,773	23,073	23,073
EQUITY							
Contributed equity	15,345	15,343	15,345	15,345	15,345	15,345	15,345
Accumulated surplus/(deficit)	60,729	59,441	61,791	24,960	22,542	19,075	18,114
Reserves	(435)	(1,963)	(435)	(435)	(435)	(435)	(435)
Total equity	75,639	72,821	76,701	39,870	37,452	33,985	33,024
TOTAL LIABILITIES AND EQUITY	100,067	95,887	98,874	62,343	60,225	57,058	56,097

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	153,075	166,155	159,065	169,355	163,299	159,119	161,918
Capital appropriation.....	3,000	-	-	-	-	-	-
Holding account drawdowns.....	2,124	3,422	3,422	1,179	1,090	1,329	1,057
Royalties for Regions Fund: Regional Community Services Fund.....	85	1,052	1,742	4,059	945	937	779
Net cash provided by State Government.....	158,284	170,629	164,229	174,593	165,334	161,385	163,754
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(79,233)	(84,838)	(84,655)	(83,229)	(81,371)	(80,778)	(82,176)
Grants and subsidies.....	(31,870)	(47,776)	(37,735)	(79,325)	(37,091)	(35,834)	(35,639)
Supplies and services.....	(22,562)	(21,237)	(21,237)	(28,082)	(27,057)	(25,209)	(24,441)
Accommodation.....	(21,415)	(20,172)	(20,172)	(20,721)	(21,232)	(21,735)	(21,735)
Other payments.....	(9,903)	(11,152)	(11,136)	(11,197)	(11,252)	(11,310)	(11,310)
Receipts ^(b)							
Grants and subsidies.....	452	949	949	457	457	457	457
Sale of goods and services.....	1,567	1,651	1,651	1,763	1,885	1,887	1,887
GST receipts.....	8,404	8,661	8,661	8,661	8,661	8,661	8,661
Other receipts.....	1,997	1,674	1,674	1,728	638	638	638
Net cash from operating activities.....	(152,563)	(172,240)	(162,000)	(209,945)	(166,362)	(163,223)	(163,658)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(2,899)	(3,422)	(3,422)	(1,179)	(1,090)	(1,329)	(1,057)
Other payments.....	(2,000)	-	-	-	-	-	-
Net cash from investing activities.....	(4,899)	(3,422)	(3,422)	(1,179)	(1,090)	(1,329)	(1,057)
NET INCREASE/(DECREASE) IN CASH HELD							
	822	(5,033)	(1,193)	(36,531)	(2,118)	(3,167)	(961)
Cash assets at the beginning of the reporting period.....	63,990	63,118	64,812	63,619	27,088	24,970	21,803
Cash assets at the end of the reporting period	64,812	58,085	63,619	27,088	24,970	21,803	20,842

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Grants and Subsidies	452	457	457	457	457	457	457
Strategic Assessment of the Perth and Peel Regions	-	492	492	-	-	-	-
Sale of Goods and Services							
State Law Publisher	1,567	1,651	1,651	1,763	1,885	1,887	1,887
GST Receipts							
GST Receipts on Sales	178	329	329	329	329	329	329
GST Receipts from Australian Taxation Office	8,226	8,332	8,332	8,332	8,332	8,332	8,332
Other Receipts							
All Other Receipts	1,118	874	867	901	631	631	631
Interest - Browse LNG Precinct Project Interest Bearing Trust Account	879	800	807	827	7	7	7
TOTAL	12,420	12,935	12,935	12,609	11,641	11,643	11,643

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Appropriations	45,000	15,000	15,837	15,837	15,000	15,000	15,000
TOTAL ADMINISTERED INCOME	45,000	15,000	15,837	15,837	15,000	15,000	15,000
EXPENSES							
Grants to Charitable and Other Public Bodies							
Western Australia Natural Disaster Relief and Recovery Arrangements	59,980	15,000	15,000	15,000	15,000	15,000	15,000
National Campaign for Reducing Violence Against Women and their Children	-	-	837	837	-	-	-
TOTAL ADMINISTERED EXPENSES	59,980	15,000	15,837	15,837	15,000	15,000	15,000

Agency Special Purpose Account Details

NATIVE TITLE HOLDER INCENTIVE FOR MINERAL EXPLORATION AND LAND ACCESS ACCOUNT

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	7,176	7,176	7,176	7,176
Receipts: Appropriations.....	-	9,271	271	545
	7,176	16,447	7,447	7,721
Payments	-	9,271	271	545
CLOSING BALANCE	7,176	7,176	7,176	7,176

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

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	31,166	31,966	32,045	32,845
Receipts: Other	879	800	800	800
	32,045	32,766	32,845	33,645
Payments	-	-	-	30,000
CLOSING BALANCE	32,045	32,766	32,845	3,645

Division 4 Public Sector Commission

Part 2 Premier; Minister for Tourism; Science

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 7 Net amount appropriated to deliver services	24,263	26,328	26,277	25,730	25,490	25,410	25,735
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,117	1,150	1,150	906	906	906	906
Total appropriations provided to deliver services.....	25,380	27,478	27,427	26,636	26,396	26,316	26,641
TOTAL APPROPRIATIONS	25,380	27,478	27,427	26,636	26,396	26,316	26,641
EXPENSES							
Total Cost of Services.....	26,171	30,071	29,607	28,839	28,460	28,421	28,748
Net Cost of Services (a)	25,632	29,626	29,296	28,446	28,067	28,028	28,355
CASH ASSETS (b)	7,478	4,518	6,743	6,563	6,376	6,186	5,993

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	251	-	-	-
2016-17 Tariffs, Fees and Charges	(134)	(52)	(52)	(52)	(52)
Revised 1.5% Public Sector Wages Policy	-	(9)	(197)	(385)	(585)

Significant Issues Impacting the Agency

- Effective public administration is largely dependent on the community's trust in its integrity and ability to uphold the public interest. To strengthen accountability, the Commission will highlight key integrity risks existing in the public sector through a series of thematic reviews including the use of resources in public authorities. The Commission will also streamline processes to ensure the efficiency and effectiveness of minor misconduct and public interest disclosure reporting. Public confidence in the transparency of dealings between government representatives and people who lobby on behalf of others will be enhanced through the passage of the Integrity (Lobbyists) Bill 2014 and implementation of the changes by the Commission.

- Given the impact of labour related costs on the budget, it is essential the public sector manages its workforce efficiently. The Commission will support the Government in streamlining services through Machinery of Government changes in the training sector and assist government departments to manage their resources with greater flexibility through the redeployment and redundancy framework.
- Amendments to the *Salaries and Allowance Act 1975* will be supported, to bring Chief Executive Officers of Government Trading Enterprises under the Salaries and Allowance Tribunal to ensure remuneration is more consistent across the public sector. The Commission will support workforce planning to ensure future skill gaps are identified and addressed and promote the employment and inclusion of skilled employees from diverse backgrounds. This, along with a focus on building workforce capability through core professional development programs, will strengthen the capacity of heads of departments to better manage their workforce and optimise performance and productivity.
- Timely access to data and information is fundamental to the Commission's core functions. The Commission will focus on improving the breadth, scope and quality of data while ensuring the approach to data collection, management and security is robust. The Commission will also ensure the use of data benefits public authorities in enhancing their business effectiveness while meeting their reporting responsibilities to Parliament and the transparency expectations of the community.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Public Sector Leadership	8,821	10,267	9,225	8,445	8,100	7,895	8,197
2. Assistance and Support	9,400	10,976	10,358	10,370	10,370	10,447	10,458
3. Oversight and Reporting	7,950	8,828	10,024	10,024	9,990	10,079	10,093
Total Cost of Services	26,171	30,071	29,607	28,839	28,460	28,421	28,748

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: An efficient and effective public sector that operates with integrity:					
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance integrity within their agencies	97%	85%	85%	85%	
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance the effectiveness and efficiency of their agencies	89%	85%	85%	85%	
The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under part IX of the Equal Opportunity Act 1984	69%	75%	75%	75%	
The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under the Public Interest Disclosure Act 2003	75%	75%	75%	75%	

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

Services and Key Efficiency Indicators**1. Public Sector Leadership**

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service	\$'000 8,821	\$'000 10,267	\$'000 9,225	\$'000 8,445	1
Less Income	472	422	274	350	2
Net Cost of Service	8,349	9,845	8,951	8,095	
Employees (Full Time Equivalents).....	39	46	36	31	3
Efficiency Indicators					
Average Cost per Leadership Development Product, Program or Training Hour	\$109	\$87	\$110	\$117	4
Average Cost per Workforce Development Program, Product or Training Hour	\$118	\$139	\$130	\$122	5

Explanation of Significant Movements

(Notes)

1. The higher Total Cost of Service between 2014-15 Actual and 2015-16 Budget is due to the Commission's increased training focus. The lower Total Cost of Service between 2015-16 Budget/Estimated Actual and 2016-17 Budget Target is a result of streamlining programs and reallocating resources.
2. The lower income between 2015-16 Budget and 2016-17 Budget Target is due to a review of the fees and charges for new training initiatives introduced in the 2015-16 Budget that have now been integrated into existing programs.
3. The movement in Full Time Equivalents (FTEs) is due to a reallocation of resources associated with the transfer of functions from the Corruption and Crime Commission (CCC).
4. The higher Average Cost per Leadership Development Product, Program or Training Hour between 2015-16 Budget and 2016-17 Budget Target is due to reduced staffing numbers as a result of the reallocation of staff and the use of external providers.
5. The lower Average Cost per Workforce Development Program, Product or Training Hour between 2015-16 Budget and 2016-17 Budget Target is due to the integration of new initiatives into existing services.

2. Assistance and Support

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 9,400	\$'000 10,976	\$'000 10,358	\$'000 10,370	1
Less Income.....	41	10	18	21	
Net Cost of Service.....	9,359	10,966	10,340	10,349	
Employees (Full Time Equivalents).....	49	65	41	53	2
Efficiency Indicators					
Average Cost per Hour of Assistance and Support Provided.....	\$93	\$93	\$116	\$87	3
Average Cost per Public Administration, Standards and Integrity Program, Product or Training Hour.....	\$120	\$80	\$143	\$114	3

Explanation of Significant Movements

(Notes)

1. The higher Total Cost of Service between 2014-15 Actual and 2015-16 Budget is due to an increase in costs associated with the transfer of functions from the CCC.
2. The main movement in FTEs between 2014-15 Actual and the 2015-16 Budget is associated with the transfer of functions from the CCC. The shift in FTEs from the 2015-16 Budget to the 2015-16 Estimated Actual and 2016-17 Budget is due to a realignment of the Commission's structure to accommodate new legislative functions and changing priorities.
3. The movement in the Average Cost per Hour of Assistance and Support Provided and the Average Cost per Public Administration, Standards and Integrity Program, Product or Training Hour efficiency indicators is due to the realignment of the Commission's structure to accommodate new legislative functions and changing priorities and the streamlining of new initiatives into existing services.

3. Oversight and Reporting

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 7,950	\$'000 8,828	\$'000 10,024	\$'000 10,024	1
Less Income.....	26	13	19	22	
Net Cost of Service.....	7,924	8,815	10,005	10,002	
Employees (Full Time Equivalents).....	42	51	56	61	2
Efficiency Indicators					
Average Cost per Hour Addressing Legislative and Policy Development.....	\$97	\$95	\$122	\$95	3
Average Cost per Hour of Performance and Oversight Activity.....	\$102	\$93	\$103	\$107	
Percentage of Oversight Actions Completed within Target Timeframes.....	89%	90%	92%	90%	

Explanation of Significant Movements

(Notes)

1. The higher Total Cost of Service for the 2015-16 Estimated Actual and 2016-17 Budget Target is mainly due to an increase in costs associated with the transfer of functions from the CCC.
2. The main movement in FTEs relates to the realignment of the Commission's structure to accommodate new legislative functions and changing priorities.
3. The movement in the Average Cost per Hour Addressing Legislative and Policy Development between 2015-16 Estimated Actual and 2016-17 Budget is due to the realignment of the Commission's structure to accommodate new legislative functions and changing priorities.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - Computer Hardware 2015-16 Program.....	33	33	33	-	-	-	-
Furniture and Office Equipment - 2015-16 Program.....	17	17	17	-	-	-	-
Replacement of Computing Equipment 2015-16 Program.....	123	123	123	-	-	-	-
NEW WORKS							
Asset Replacement - Computer Hardware 2016-17 Program.....	68	-	-	68	-	-	-
Furniture and Office Equipment - 2016-17 Program.....	77	-	-	77	-	-	-
Replacement of Computing Equipment 2016-17 Program.....	28	-	-	28	-	-	-
2017-18 Program.....	138	-	-	-	138	-	-
2018-19 Program.....	104	-	-	-	-	104	-
2019-20 Program.....	104	-	-	-	-	-	104
Total Cost of Asset Investment Program.....	692	173	173	173	138	104	104
FUNDED BY							
Drawdowns from the Holding Account.....			173	173	138	104	104
Total Funding.....			173	173	138	104	104

Financial Statements

Income Statement

Expenses

The Income Statement shows a decrease in the Total Cost of Services of \$0.8 million (2.7%) between the 2016-17 Budget Estimate at \$28.8 million compared to the 2015-16 Estimated Actual of \$29.6 million. This mainly reflects savings measures including the Workforce Renewal savings measure and the revised Public Sector Wages Policy. This is partially offset by the Streamlined Budget Process Incentive funding and cash flow adjustments to regional projects funded from Royalties for Regions.

Income

The total income is estimated to be \$0.3 million, an increase of \$0.1 million (26.4%) between 2016-17 Budget Estimate and the 2015-16 Estimated Actual. This increase in revenue is expected from training programs, particularly the Public Sector Leadership Essentials course.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	18,764	21,442	20,959	20,649	20,553	20,469	20,748
Grants and subsidies ^(c)	512	589	1,144	842	591	341	591
Supplies and services.....	4,305	5,058	4,469	4,420	4,424	4,730	4,547
Accommodation.....	2,138	2,389	2,394	2,454	2,454	2,455	2,455
Depreciation and amortisation.....	225	359	308	215	181	169	150
Other expenses.....	227	234	333	259	257	257	257
TOTAL COST OF SERVICES	26,171	30,071	29,607	28,839	28,460	28,421	28,748
Income							
Sale of goods and services.....	361	337	203	285	285	285	285
Other revenue.....	178	108	108	108	108	108	108
Total Income	539	445	311	393	393	393	393
NET COST OF SERVICES	25,632	29,626	29,296	28,446	28,067	28,028	28,355
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	25,380	27,478	27,427	26,636	26,396	26,316	26,641
Resources received free of charge.....	1,534	1,358	1,550	1,550	1,550	1,550	1,550
Royalties for Regions Fund: Regional Community Services Fund.....	907	669	63	42	43	44	46
TOTAL INCOME FROM STATE GOVERNMENT	27,821	29,505	29,040	28,228	27,989	27,910	28,237
SURPLUS/(DEFICIENCY) FOR THE PERIOD	2,189	(121)	(256)	(218)	(78)	(118)	(118)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 130, 133 and 145 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Certificate IV in Government (Investigations)...	-	-	143	251	-	-	-
Equal Opportunity Commission.....	-	-	94	-	-	-	-
Gascoyne Development Commission.....	-	-	148	-	-	-	-
Peel Development Commission.....	-	-	170	-	-	-	-
Public Sector Programs.....	17	76	76	83	78	53	78
Western Australian Leadership Program.....	495	513	513	508	513	288	513
TOTAL	512	589	1,144	842	591	341	591

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	6,674	4,518	6,743	6,492	6,229	5,963	5,691
Restricted cash	804	-	-	-	-	-	-
Holding account receivables	173	173	173	138	104	104	104
Receivables	365	698	350	346	346	346	346
Other	1,075	630	1,099	1,084	1,084	1,084	1,084
Total current assets	9,091	6,019	8,365	8,060	7,763	7,497	7,225
NON-CURRENT ASSETS							
Holding account receivables	6,627	6,813	6,762	6,839	6,916	6,981	7,027
Property, plant and equipment	113	198	144	120	96	49	20
Intangibles	168	78	19	19	17	17	17
Restricted cash	-	-	-	71	147	223	302
Other	98	81	81	63	46	28	11
Total non-current assets	7,006	7,170	7,006	7,112	7,222	7,298	7,377
TOTAL ASSETS	16,097	13,189	15,371	15,172	14,985	14,795	14,602
CURRENT LIABILITIES							
Employee provisions	4,449	3,885	4,415	4,381	4,381	4,381	4,381
Payables	810	1,092	794	737	628	556	481
Other	600	139	146	222	222	222	222
Total current liabilities	5,859	5,116	5,355	5,340	5,231	5,159	5,084
NON-CURRENT LIABILITIES							
Employee provisions	923	1,117	957	991	991	991	991
Other	4	6	4	4	4	4	4
Total non-current liabilities	927	1,123	961	995	995	995	995
TOTAL LIABILITIES	6,786	6,239	6,316	6,335	6,226	6,154	6,079
EQUITY							
Contributed equity	(9,947)	(9,947)	(9,947)	(9,947)	(9,947)	(9,947)	(9,947)
Accumulated surplus/(deficit)	19,258	16,897	19,002	18,784	18,706	18,588	18,470
Total equity	9,311	6,950	9,055	8,837	8,759	8,641	8,523
TOTAL LIABILITIES AND EQUITY	16,097	13,189	15,371	15,172	14,985	14,795	14,602

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	25,049	27,119	27,119	26,421	26,215	26,147	26,491
Holding account drawdowns.....	173	173	173	173	138	104	104
Royalties for Regions Fund: Regional Community Services Fund.....	934	669	63	42	43	44	46
Net cash provided by State Government.....	26,156	27,961	27,355	26,636	26,396	26,295	26,641
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(18,326)	(22,019)	(21,416)	(20,572)	(20,553)	(20,467)	(20,748)
Grants and subsidies.....	(512)	(589)	(1,144)	(842)	(591)	(341)	(591)
Supplies and services.....	(3,212)	(3,557)	(2,950)	(2,918)	(2,983)	(3,255)	(3,072)
Accommodation.....	(2,138)	(2,389)	(2,394)	(2,454)	(2,454)	(2,454)	(2,455)
Other payments.....	(1,030)	(818)	(838)	(755)	(759)	(759)	(759)
Receipts ^(b)							
Sale of goods and services.....	540	337	203	285	285	285	285
GST receipts.....	800	593	593	505	502	502	502
Other receipts.....	244	108	108	108	108	108	108
Net cash from operating activities.....	(23,634)	(28,334)	(27,838)	(26,643)	(26,445)	(26,381)	(26,730)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(64)	(173)	(173)	(173)	(138)	(104)	(104)
Net cash from investing activities.....	(64)	(173)	(173)	(173)	(138)	(104)	(104)
NET INCREASE/(DECREASE) IN CASH HELD							
.....	2,458	(546)	(656)	(180)	(187)	(190)	(193)
Cash assets at the beginning of the reporting period.....	8,242	5,064	7,478	6,743	6,563	6,376	6,186
Net cash transferred to/from other agencies....	(3,222)	-	(79)	-	-	-	-
Cash assets at the end of the reporting period.....	7,478	4,518	6,743	6,563	6,376	6,186	5,993

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Sale of Goods and Services							
Receipts - Sale of Goods & Services.....	540	337	203	285	285	285	285
GST Receipts							
GST Input Credits.....	696	506	506	418	415	415	415
GST Receipts on Sales.....	104	87	87	87	87	87	87
Other Receipts							
Other Receipts.....	244	108	108	108	108	108	108
TOTAL.....	1,584	1,038	904	898	895	895	895

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

Gold Corporation

Part 2

Premier; Minister for Tourism; Science

Asset Investment Program

The Corporation's Asset Investment Program for 2016-17 and across the forward estimates period totals \$31.6 million.

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

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Computer Software Replacement Program	5,355	3,355	550	500	500	500	500
Enterprise Resource Planning Software Replacement Program	8,881	3,381	2,500	2,000	1,500	1,300	700
Plant and Equipment Replacement Program	42,978	18,865	6,219	10,493	5,935	3,800	3,885
Total Cost of Asset Investment Program.....	57,214	25,601	9,269	12,993	7,935	5,600	5,085
FUNDED BY							
Internal Funds and Balances.....			9,269	12,993	7,935	5,600	5,085
Total Funding			9,269	12,993	7,935	5,600	5,085

Division 5 Governor's Establishment

Part 2 Premier; Minister for Tourism; Science

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 8 Net amount appropriated to deliver services	1,401	1,605	1,583	1,529	1,463	1,427	1,434
Amount Authorised by Other Statutes							
- Governor's Establishment Act 1992.....	2,780	2,822	3,152	3,244	3,288	3,389	3,466
- Salaries and Allowances Act 1975.....	490	490	570	570	592	592	592
Total appropriations provided to deliver services.....	4,671	4,917	5,305	5,343	5,343	5,408	5,492
TOTAL APPROPRIATIONS	4,671	4,917	5,305	5,343	5,343	5,408	5,492
EXPENSES							
Total Cost of Services.....	4,584	4,818	5,165	5,324	5,402	5,505	5,589
Net Cost of Services ^(a)	4,478	4,703	5,050	5,209	5,287	5,390	5,474
CASH ASSETS ^(b)	1,073	727	832	845	723	663	603

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Services to Support the Office of the Governor.....	410	410	410	410	410

Significant Issues Impacting the Agency

- Preservation, appropriate use and presentation of Government House, the Ballroom, and grounds will continue in accordance with the Conservation and Management Plan.
- The full-time management of the Government House Ballroom will be continued in order to operate as a venue to support the Office of the Governor, the Government and provide a venue for public community events.

Outcomes, Services and Key Performance Information

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

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Effective Support to the Governor.....	798	1,180	1,395	1,437	1,296	1,431	1,453
2. Management of the Governor's Establishment.....	3,786	3,638	3,770	3,887	4,106	4,074	4,136
Total Cost of Services	4,584	4,818	5,165	5,324	5,402	5,505	5,589

Services and Key Efficiency Indicators

1. Effective Support to the Governor

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Target \$'000	Note
Total Cost of Service.....	798	1,180	1,395	1,437	1
Less Income.....	-	-	-	-	
Net Cost of Service.....	798	1,180	1,395	1,437	
Employees (Full Time Equivalents).....	5	5	7	7	

Explanation of Significant Movements

(Notes)

- The increase between the 2015-16 Budget and 2015-16 Estimated Actual is primarily attributable to reallocation of resources from Service 2 and an increase in demand for services to support the Governor's strategic program.

2. Management of the Governor's Establishment

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Target \$'000	Note
Total Cost of Service.....	3,786	3,638	3,770	3,887	
Less Income.....	106	115	115	115	
Net Cost of Service.....	3,680	3,523	3,655	3,772	
Employees (Full Time Equivalents).....	25	25	26	26	

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Government House Restoration and Refurbishment							
Maintenance Program.....	483	96	96	78	77	116	116
Property, Plant and Equipment Upgrades - Security.....	140	94	62	46	-	-	-
COMPLETED WORKS							
Government House Restoration and Refurbishment							
Conservation.....	108	108	87	-	-	-	-
Disability Accessibility Improvement	24	24	15	-	-	-	-
Grounds Facilities	472	472	29	-	-	-	-
Property, Plant and Equipment Upgrades							
Air-conditioning Replacement.....	82	82	82	-	-	-	-
Signage.....	67	67	36	-	-	-	-
NEW WORKS							
Property, Plant and Equipment Upgrades.....	194	-	-	55	139	-	-
Total Cost of Asset Investment Program.....	1,570	943	407	179	216	116	116
FUNDED BY							
Drawdowns from the Holding Account.....			59	-	-	-	-
Internal Funds and Balances.....			348	179	216	116	116
Total Funding.....			407	179	216	116	116

Financial Statements

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	3,340	3,340	3,659	3,786	3,852	3,953	4,030
Supplies and services	575	568	568	565	585	596	598
Accommodation	186	355	355	397	411	437	442
Depreciation and amortisation	420	472	472	461	433	396	396
Other expenses.....	63	83	111	115	121	123	123
TOTAL COST OF SERVICES	4,584	4,818	5,165	5,324	5,402	5,505	5,589
Income							
Sale of goods and services.....	106	115	115	115	115	115	115
Total Income.....	106	115	115	115	115	115	115
NET COST OF SERVICES	4,478	4,703	5,050	5,209	5,287	5,390	5,474
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	4,671	4,917	5,305	5,343	5,343	5,408	5,492
Resources received free of charge	13	30	30	30	30	30	30
TOTAL INCOME FROM STATE GOVERNMENT	4,684	4,947	5,335	5,373	5,373	5,438	5,522
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	206	244	285	164	86	48	48

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 30, 33 and 33 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	941	727	832	818	669	582	495
Receivables	19	13	19	19	19	19	19
Other.....	5	4	5	5	5	5	5
Total current assets	965	744	856	842	693	606	519
NON-CURRENT ASSETS							
Holding account receivables.....	1,021	1,431	1,431	1,889	2,319	2,712	3,105
Property, plant and equipment.....	33,068	33,868	33,013	32,750	32,551	32,282	32,013
Restricted cash	132	-	-	27	54	81	108
Other.....	1,282	727	1,272	1,253	1,235	1,224	1,213
Total non-current assets	35,503	36,026	35,716	35,919	36,159	36,299	36,439
TOTAL ASSETS	36,468	36,770	36,572	36,761	36,852	36,905	36,958
CURRENT LIABILITIES							
Employee provisions	403	335	328	328	328	328	328
Payables	-	28	-	-	-	-	-
Other.....	190	2	88	113	118	123	128
Total current liabilities	593	365	416	441	446	451	456
NON-CURRENT LIABILITIES							
Employee provisions	94	86	90	90	90	90	90
Other.....	-	1	-	-	-	-	-
Total non-current liabilities	94	87	90	90	90	90	90
TOTAL LIABILITIES.....	687	452	506	531	536	541	546
EQUITY							
Contributed equity	3,635	3,635	3,635	3,635	3,635	3,635	3,635
Accumulated surplus/(deficit).....	2,537	2,764	2,822	2,986	3,072	3,120	3,168
Reserves.....	29,609	29,919	29,609	29,609	29,609	29,609	29,609
Total equity	35,781	36,318	36,066	36,230	36,316	36,364	36,412
TOTAL LIABILITIES AND EQUITY	36,468	36,770	36,572	36,761	36,852	36,905	36,958

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	4,378	4,448	4,836	4,885	4,913	5,015	5,099
Holding account drawdowns.....	-	59	59	-	-	-	-
Net cash provided by State Government.....	4,378	4,507	4,895	4,885	4,913	5,015	5,099
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(3,205)	(3,445)	(3,845)	(3,766)	(3,852)	(3,953)	(4,030)
Supplies and services.....	(541)	(538)	(538)	(535)	(555)	(566)	(568)
Accommodation.....	(185)	(355)	(355)	(397)	(411)	(437)	(442)
Other payments.....	(231)	(141)	(169)	(173)	(179)	(181)	(181)
Receipts ^(b)							
Sale of goods and services.....	110	115	115	115	115	115	115
GST receipts.....	156	63	63	63	63	63	63
Net cash from operating activities.....	(3,896)	(4,301)	(4,729)	(4,693)	(4,819)	(4,959)	(5,043)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(938)	(286)	(407)	(179)	(216)	(116)	(116)
Net cash from investing activities.....	(938)	(286)	(407)	(179)	(216)	(116)	(116)
NET INCREASE/(DECREASE) IN CASH HELD							
	(456)	(80)	(241)	13	(122)	(60)	(60)
Cash assets at the beginning of the reporting period.....	1,529	807	1,073	832	845	723	663
Cash assets at the end of the reporting period.....	1,073	727	832	845	723	663	603

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Sale of Goods and Services							
Sale of Goods and Services.....	110	115	115	115	115	115	115
GST Receipts							
GST Input Credits.....	156	63	63	63	63	63	63
TOTAL.....	266	178	178	178	178	178	178

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

Lotteries Commission

Part 2 Premier; Minister for Tourism; Science

Asset Investment Program

The Commission's Asset Investment Program (AIP) in 2016-17 totals \$10.8 million. The AIP includes the continuation of the Retail Transformation Program (RTP), costing \$3.6 million in 2016-17. The RTP includes refreshing Lotterywest's retail network and signage, replacing ageing technology with modern gaming systems and consolidating two player databases.

Lotterywest will undertake an upgrade of its corporate and gaming infrastructure. This upgrade, costing \$2.2 million in 2016-17, will include the renewal of information technology (IT) systems and ensure the operational and gaming systems have a dedicated back-up and recovery solution.

Lotterywest will be relocating its head office function to 38 Station Street, Subiaco. The relocation provides the opportunity to house all Lotterywest staff in one location. Lotterywest will contribute \$1.7 million towards the fit-out.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
IT Projects							
Computer Hardware and Software Replacement	1,066	366	250	100	250	100	250
Mobile Access: Stage 2 - Mobile Apps	635	335	100	100	100	-	100
Replace Smartform Technology	450	300	300	-	-	150	-
Security Framework	900	350	350	250	100	100	100
Retail Transformation Program	14,826	11,257	8,021	3,569	-	-	-
Software Development							
SAP Business Intelligence Development	500	250	250	250	-	-	-
COMPLETED WORKS							
IT Projects							
Corporate Network Refresh	1,050	1,050	1,050	-	-	-	-
Non-Gaming Operating System Rationalisation 2015-16 Program	1,000	1,000	1,000	-	-	-	-
SAP Backup and Recovery Solution	350	350	350	-	-	-	-
Server Infrastructure Refresh	700	700	700	-	-	-	-
New Gaming/Lotto Games							
2014-15 Program	624	624	382	-	-	-	-
2015-16 Program	566	566	566	-	-	-	-
Plant and Equipment - 2015-16 Program	200	200	200	-	-	-	-
Software Development							
Project Office Portfolio Management System	200	200	117	-	-	-	-
SAP Governance Role Controls	250	250	81	-	-	-	-
NEW WORKS							
IT Projects							
Automated Patching Solutions	400	-	-	400	-	-	-
Corporate Firewall Replacement	300	-	-	300	-	-	-
IT Infrastructure Build	2,150	-	-	2,150	-	-	-
Mobile Access - 2018-19 Program	100	-	-	-	-	100	-
Wide Area Network End Routers	1,100	-	-	550	550	-	-
Land and Buildings							
New Leased Building Fit-out	1,668	-	-	1,668	-	-	-
New Gaming/Lotto Games							
2016-17 Program	500	-	-	500	-	-	-
2017-18 Program	500	-	-	-	500	-	-
2018-19 Program	500	-	-	-	-	500	-
2019-20 Program	500	-	-	-	-	-	500

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Plant and Equipment							
2016-17 Program	300	-	-	300	-	-	-
2017-18 Program	200	-	-	-	200	-	-
2018-19 Program	200	-	-	-	-	200	-
2019-20 Program	200	-	-	-	-	-	200
Telephone Systems Upgrade	400	-	-	400	-	-	-
Software Development							
Electronic Document and Records Management System.....	260	-	-	260	-	-	-
SAP CRM Enhancement and Redesign.....	350	-	-	-	200	-	150
Total Cost of Asset Investment Program.....	32,945	17,798	13,717	10,797	1,900	1,150	1,300
FUNDED BY							
Internal Funds and Balances.....			13,717	10,797	1,900	1,150	1,300
Total Funding.....			13,717	10,797	1,900	1,150	1,300

Division 6 Salaries and Allowances Tribunal

Part 2 Premier; Minister for Tourism; Science

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 9 Net amount appropriated to deliver services	1,023	1,077	1,077	1,084	1,105	1,129	1,142
Total appropriations provided to deliver services.....	1,023	1,077	1,077	1,084	1,105	1,129	1,142
TOTAL APPROPRIATIONS	1,023	1,077	1,077	1,084	1,105	1,129	1,142
EXPENSES							
Total Cost of Services.....	787	1,099	1,099	1,102	1,123	1,147	1,160
Net Cost of Services ^(a)	786	1,096	1,096	1,099	1,120	1,144	1,157
CASH ASSETS ^(b)	1,254	1,071	1,260	1,270	1,280	1,286	1,292

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	-	(6)	(10)	(16)

Significant Issues Impacting the Agency

- Legislation has been introduced to Parliament that will bring the Chief Executive Officers (CEOs) of Government Trading Enterprises remuneration within the Tribunal's jurisdiction.
- It is proposed that the Tribunal's determination into Local Government CEOs' remuneration and elected member fees, allowances and expenses will now include the CEOs and elected members from the Cocos Island and Christmas Island local governments.

Resource Agreement

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

Outcomes, Services and Key Performance Information

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

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Support Services to the Salaries and Allowances Tribunal.....	787	1,099	1,099	1,102	1,123	1,147	1,160
Total Cost of Services	787	1,099	1,099	1,102	1,123	1,147	1,160

Outcomes and Key Effectiveness Indicators

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: A fair and equitable system of remuneration for the Governor, Members of Parliament, Senior Government Officers, Local Government Chief Executive Officers (CEOs), Judicial and Magisterial Officers, superannuation benefits for Members of Parliament and fees, expenses and allowances for Local Government elected council members:					
Quantity - Determinations/Reports	38	30	36	35	
Quality - Tribunal satisfaction with the quality of service provided.....	100%	100%	100%	100%	
Timeliness - Tribunal satisfaction with timeliness of service provided.....	100%	100%	100%	100%	
The extent to which the Tribunal is satisfied with the support services provided.....	100%	100%	100%	100%	

Services and Key Efficiency Indicators

1. Support Services to the Salaries and Allowances Tribunal

Support services assist the Tribunal to:

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 787	\$'000 1,099	\$'000 1,099	\$'000 1,102	
Less Income.....	1	3	3	3	
Net Cost of Service.....	786	1,096	1,096	1,099	
Employees (Full Time Equivalents).....	3	3	3	3	
Efficiency Indicators					
Cost (Efficiency) - Average Cost per Determination Report.....	\$20,711	\$36,633	\$30,528	\$31,486	1

Explanation of Significant Movements

(Notes)

1. A higher than expected number of determinations in 2015-16 has resulted in a lower Average Cost per Determination Report in the financial year.

Financial Statements

INCOME STATEMENT
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(a)	547	533	533	513	519	528	535
Supplies and services	62	386	386	423	438	455	461
Accommodation	150	141	141	143	143	143	143
Depreciation and amortisation	9	9	9	9	9	9	9
Other expenses.....	19	30	30	14	14	12	12
TOTAL COST OF SERVICES	787	1,099	1,099	1,102	1,123	1,147	1,160
Income							
Other revenue	1	3	3	3	3	3	3
Total Income.....	1	3	3	3	3	3	3
NET COST OF SERVICES	786	1,096	1,096	1,099	1,120	1,144	1,157
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	1,023	1,077	1,077	1,084	1,105	1,129	1,142
Resources received free of charge	-	15	15	15	15	15	15
TOTAL INCOME FROM STATE GOVERNMENT	1,023	1,092	1,092	1,099	1,120	1,144	1,157
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	237	(4)	(4)	-	-	-	-

(a) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 3, 3 and 3 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

**STATEMENT OF FINANCIAL POSITION
(Controlled)**

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	1,236	1,071	1,260	1,268	1,278	1,284	1,290
Receivables	5	106	6	6	6	6	6
Total current assets	1,241	1,177	1,266	1,274	1,284	1,290	1,296
NON-CURRENT ASSETS							
Holding account receivables.....	36	45	45	54	63	72	81
Property, plant and equipment.....	123	92	90	73	56	41	26
Restricted cash	18	-	-	2	2	2	2
Total non-current assets	177	137	135	129	121	115	109
TOTAL ASSETS	1,418	1,314	1,401	1,403	1,405	1,405	1,405
CURRENT LIABILITIES							
Employee provisions	51	130	51	51	51	51	51
Payables	5	79	5	5	5	5	5
Other.....	20	12	7	9	11	11	11
Total current liabilities	76	221	63	65	67	67	67
NON-CURRENT LIABILITIES							
Employee provisions	20	12	20	20	20	20	20
Total non-current liabilities	20	12	20	20	20	20	20
TOTAL LIABILITIES.....	96	233	83	85	87	87	87
EQUITY							
Accumulated surplus/(deficit).....	1,322	1,081	1,318	1,318	1,318	1,318	1,318
Total equity	1,322	1,081	1,318	1,318	1,318	1,318	1,318
TOTAL LIABILITIES AND EQUITY	1,418	1,314	1,401	1,403	1,405	1,405	1,405

**STATEMENT OF CASHFLOWS
(Controlled)**

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	1,014	1,068	1,068	1,075	1,096	1,120	1,133
Net cash provided by State Government.....	1,014	1,068	1,068	1,075	1,096	1,120	1,133
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(630)	(546)	(546)	(511)	(517)	(528)	(535)
Supplies and services	(126)	(372)	(372)	(408)	(423)	(440)	(446)
Accommodation	(150)	(141)	(141)	(143)	(143)	(143)	(143)
Other payments.....	(24)	(61)	(61)	(64)	(64)	(64)	(64)
Receipts (a)							
GST receipts.....	34	55	55	58	58	58	58
Other receipts	90	3	3	3	3	3	3
Net cash from operating activities	(806)	(1,062)	(1,062)	(1,065)	(1,086)	(1,114)	(1,127)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(8)	-	-	-	-	-	-
Net cash from investing activities.....	(8)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	200	6	6	10	10	6	6
Cash assets at the beginning of the reporting period	1,054	1,065	1,254	1,260	1,270	1,280	1,286
Cash assets at the end of the reporting period	1,254	1,071	1,260	1,270	1,280	1,286	1,292

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

NET APPROPRIATION DETERMINATION (a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
GST Input Credits	34	55	55	58	58	58	58
Other Receipts							
Other Revenue.....	90	3	3	3	3	3	3
TOTAL	124	58	58	61	61	61	61

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

Division 7 Western Australian Tourism Commission

Part 2 Premier; Minister for Tourism; Science

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 10 Net amount appropriated to deliver services	65,636	63,287	63,287	65,083	74,661	70,495	59,260
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	296	296	296	297	297	305	305
Total appropriations provided to deliver services	65,932	63,583	63,583	65,380	74,958	70,800	59,565
CAPITAL							
Item 124 Capital Appropriation	150	150	150	150	150	150	150
TOTAL APPROPRIATIONS	66,082	63,733	63,733	65,530	75,108	70,950	59,715
EXPENSES							
Total Cost of Services	84,912	89,119	88,941	93,155	92,057	83,186	60,805
Net Cost of Services ^(a)	82,162	86,396	86,218	90,717	89,620	82,136	59,755
CASH ASSETS ^(b)	7,144	6,703	6,691	6,778	6,778	6,778	6,367

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Additional Events Funding	-	550	13,420	5,000	-
Additional Marketing Funding	-	3,545	2,897	7,652	2,818
Perth Convention Bureau Additional Funding	-	1,502	2,045	2,626	4,544
Revised 1.5% Public Sector Wages Policy	-	(5)	(102)	(199)	(295)

Significant Issues Impacting the Agency

- Tourism is an industry critical to Australia's economic future. Economic consultancies such as Deloitte Access Economics and McKinsey have identified tourism as an industry that will rapidly grow in Australia over the next decade. In 2015, tourism spending in Western Australia totalled \$9 billion. The industry generates more than 94,000 jobs or around 7% of the State's employment.
- The goal of the State Government Strategy for Tourism in Western Australia 2020 (Tourism Strategy), released in 2012, is to increase the value of tourism in Western Australia to \$12 billion by 2020.

- Government and the private sector have invested billions of dollars into infrastructure projects that are transforming Perth. Elizabeth Quay, Perth Stadium, Perth City Link, the new Western Australian Museum, the upgrade of Perth Airport, the redevelopment of Crown Perth and redevelopment projects in Fremantle, Scarborough and Rottnest Island will all make Western Australia a great place for locals and visitors alike. The city has also seen an increase in new small bars, restaurants and cafes and, over the next few years, the development of several new hotels including Crown Towers, the Ritz-Carlton and the Westin.
- The changing face of Perth offers an opportunity to re-position the city as an exciting new holiday destination in its own right as well as a gateway to regional Western Australia. To help drive visitor demand, Tourism Western Australia will launch a new marketing campaign in the last quarter of 2015-16. The campaign is the result of extensive market research and will target domestic and international consumers. Perth will feature heavily in the campaign, to ensure potential visitors know about the changes that have taken place in the city and beyond but it will also continue to promote travel to regional areas of the State.
- The new 60,000-seat Perth Stadium will also be important for tourism and the economy when it opens in 2018. It will allow Perth to host international sporting events and music concerts which have not been seen in the State before because of venue capacity issues. This new tourism asset has the potential to bring tens of thousands of visitors to the State each year.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Destination Marketing	39,910	43,538	44,761	44,742	34,372	37,999	33,952
2. Event Tourism.....	33,324	32,156	30,872	32,448	45,658	37,453	20,871
3. Tourism Investment and Infrastructure	11,678	13,425	13,308	15,965	12,027	7,734	5,982
Total Cost of Services	84,912	89,119	88,941	93,155	92,057	83,186	60,805

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Increased competitiveness and viability of the Western Australia Tourism industry:					
Total dollar amount spent by visitors in Western Australia	\$8.6 billion	\$8.7 billion	\$9 billion	\$9.3 billion	
Percentage of visitors whose expectations were met or exceeded upon visiting Western Australia	97.5%	90%	96.7%	90%	
Value of cooperative marketing funds provided by the tourism industry	\$7.5 million	\$6.5 million	\$6.6 million	\$6 million	
Direct economic impact of major events sponsorship	\$42.4 million	\$27.1 million	\$35.1 million	\$55 million	
Direct media impact of major events sponsorship ^(b)	n/a	\$196 million	\$272.8 million	\$125 million	1

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

(b) Effectiveness indicators in relation to economic and media impact of events include the measurement of events where the level of sponsorship is deemed significant or where the event is expected to generate a significant impact. It is not practical or economically feasible to measure the impact of all sponsored events.

Explanation of Significant Movements

- This indicator represents the sum of estimated advertising value of two streams of media coverage - broadcast and traditional periphery media. The variance between 2015-16 Estimated Actual and 2016-17 Budget Target is due to a significant reduction in broadcast media value rates applied to 2016-17.

Services and Key Efficiency Indicators

1. Destination Marketing

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 39,910	\$'000 43,538	\$'000 44,761	\$'000 44,742	
Less Income	886	716	712	427	
Net Cost of Service	39,024	42,822	44,049	44,315	
Employees (Full Time Equivalents).....	50	50	50	50	
Efficiency Indicators ^(a)					
Destination Marketing Administrative Costs as a Proportion of Total Cost of Services Allocated to Destination Marketing	31%	29%	28%	28%	

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

2. Event Tourism

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	33,324	32,156	30,872	32,448	
Less Income.....	782	561	560	560	
Net Cost of Service.....	32,542	31,595	30,312	31,888	
Employees (Full Time Equivalents).....	25	24	23	23	
Efficiency Indicators ^(a)					
Event Tourism Administrative Costs as a Proportion of Total Cost of Services Allocated to Event Tourism.....	16%	17%	16%	16%	

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

3. Tourism Investment and Infrastructure

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	11,678	13,425	13,308	15,965	1
Less Income.....	1,082	1,446	1,451	1,451	
Net Cost of Service.....	10,596	11,979	11,857	14,514	
Employees (Full Time Equivalents).....	22	22	25	25	
Efficiency Indicators ^(a)					
Tourism Investment and Infrastructure Administrative Costs as a Proportion of Total Cost of Services Allocated to Tourism Investment and Infrastructure.....	44%	39%	41%	33%	

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

Explanation of Significant Movements

- The variance between the 2015-16 Budget and Estimated Actual, and the 2016-17 Budget Target is mainly due to a deferral of \$2 million in the Royalties for Regions Caravan and Camping program from 2014-15 to 2016-17.

Asset Investment Program

The Asset Investment Program is estimated at \$625,000 for marketing assets creation, minor works and replacement of office equipment.

The program is funded by capital appropriation and drawdowns from the holding account.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Information Technology (IT) Development and Asset Creation							
2015-16 Asset Replacement Program	375	375	375	-	-	-	-
Marketing Asset Creation	500	500	500	-	-	-	-
NEW WORKS							
IT Development and Marketing Asset Creation and Replacement							
2016-17 Program	625	-	-	625	-	-	-
2017-18 Program	625	-	-	-	625	-	-
2018-19 Program	625	-	-	-	-	625	-
2019-20 Program	1,036	-	-	-	-	-	1,036
Total Cost of Asset Investment Program.....	3,786	875	875	625	625	625	1,036
FUNDED BY							
Capital Appropriation			150	150	150	150	150
Drawdowns from the Holding Account			475	475	475	475	475
Internal Funds and Balances.....			-	-	-	-	411
Drawdowns from Royalties for Regions Fund ^(a)			250	-	-	-	-
Total Funding			875	625	625	625	1,036

(a) Regional Infrastructure and Headworks Fund.

Financial Statements

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	12,471	12,563	12,794	12,361	12,140	12,148	11,513
Grants and subsidies ^(c)	4,519	5,423	5,938	7,937	4,430	800	800
Supplies and services.....	60,639	64,220	63,792	67,289	69,920	64,671	42,811
Accommodation.....	1,599	1,658	1,658	1,658	1,657	1,657	1,692
Depreciation and amortisation.....	1,022	1,258	1,258	692	692	692	692
Other expenses.....	4,662	3,997	3,501	3,218	3,218	3,218	3,297
TOTAL COST OF SERVICES	84,912	89,119	88,941	93,155	92,057	83,186	60,805
Income							
Grants and subsidies.....	900	1,388	1,388	1,388	1,387	-	-
Other revenue.....	1,850	1,335	1,335	1,050	1,050	1,050	1,050
Total Income	2,750	2,723	2,723	2,438	2,437	1,050	1,050
NET COST OF SERVICES	82,162	86,396	86,218	90,717	89,620	82,136	59,755
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	65,932	63,583	63,583	65,380	74,958	70,800	59,565
Resources received free of charge.....	719	457	457	350	354	358	362
Royalties for Regions Fund:							
Regional Community Services Fund.....	16,720	21,965	21,628	25,162	14,483	11,153	3
TOTAL INCOME FROM STATE GOVERNMENT	83,371	86,005	85,668	90,892	89,795	82,311	59,930
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,209	(391)	(550)	175	175	175	175

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 97, 98 and 98 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Caravan and Camping Grants.....	2,367	2,835	2,484	4,549	1,043	-	-
Other Industry Grants and Sponsorships.....	1,012	-	866	800	800	800	800
Regional Visitor Centre Grants.....	240	1,200	1,200	1,200	1,200	-	-
Tourism Demand-Driver Infrastructure Grants.....	900	1,388	1,388	1,388	1,387	-	-
TOTAL	4,519	5,423	5,938	7,937	4,430	800	800

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	6,411	6,703	6,691	6,778	6,778	6,778	6,367
Restricted cash	733	-	-	-	-	-	-
Holding account receivables	475	475	475	475	475	475	475
Receivables	1,868	950	1,868	1,868	1,868	1,868	1,868
Other	3,148	3,377	3,148	3,148	3,148	3,148	3,148
Total current assets	12,635	11,505	12,182	12,269	12,269	12,269	11,858
NON-CURRENT ASSETS							
Holding account receivables	6,086	6,303	6,303	6,520	6,737	6,954	7,171
Property, plant and equipment	610	308	411	312	213	384	664
Intangibles	768	346	452	452	452	452	452
Other	106	386	238	270	302	64	128
Total non-current assets	7,570	7,343	7,404	7,554	7,704	7,854	8,415
TOTAL ASSETS	20,205	18,848	19,586	19,823	19,973	20,123	20,273
CURRENT LIABILITIES							
Employee provisions	1,985	1,948	1,985	1,985	1,985	1,985	1,985
Payables	2,972	4,237	2,559	2,471	2,296	2,121	1,946
Other	756	671	700	700	700	700	700
Total current liabilities	5,713	6,856	5,244	5,156	4,981	4,806	4,631
NON-CURRENT LIABILITIES							
Employee provisions	547	582	547	547	547	547	547
Other	87	101	87	87	87	87	87
Total non-current liabilities	634	683	634	634	634	634	634
TOTAL LIABILITIES	6,347	7,539	5,878	5,790	5,615	5,440	5,265
EQUITY							
Contributed equity	9,093	9,243	9,493	9,643	9,793	9,943	10,093
Accumulated surplus/(deficit)	4,765	56	4,215	4,390	4,565	4,740	4,915
Reserves	-	2,010	-	-	-	-	-
Total equity	13,858	11,309	13,708	14,033	14,358	14,683	15,008
TOTAL LIABILITIES AND EQUITY	20,205	18,848	19,586	19,823	19,973	20,123	20,273

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	65,240	62,891	62,891	64,688	74,266	70,108	58,873
Capital appropriation.....	150	150	150	150	150	150	150
Holding account drawdowns.....	475	475	475	475	475	475	475
Royalties for Regions Fund: Regional Community Services Fund.....	16,720	21,965	21,878	25,162	14,483	11,153	3
Net cash provided by State Government.....	82,585	85,481	85,394	90,475	89,374	81,886	59,501
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(12,392)	(12,278)	(12,509)	(12,361)	(12,140)	(12,148)	(11,513)
Grants and subsidies.....	(4,517)	(5,423)	(5,938)	(7,937)	(4,430)	(800)	(800)
Supplies and services.....	(42,666)	(41,032)	(40,761)	(41,796)	(53,096)	(43,807)	(24,662)
Accommodation.....	(1,970)	(1,408)	(1,408)	(1,408)	(1,407)	(1,407)	(1,442)
Other payments.....	(28,894)	(30,407)	(33,886)	(36,047)	(26,360)	(29,941)	(26,336)
Receipts							
Grants and subsidies.....	900	1,388	1,388	1,388	1,387	-	-
GST receipts.....	5,339	3,341	7,473	7,348	6,247	5,792	4,827
Other receipts.....	1,737	1,050	1,050	1,050	1,050	1,050	1,050
Net cash from operating activities.....	(82,463)	(84,769)	(84,591)	(89,763)	(88,749)	(81,261)	(58,876)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(214)	(625)	(875)	(625)	(625)	(625)	(1,036)
Net cash from investing activities.....	(214)	(625)	(875)	(625)	(625)	(625)	(1,036)
NET INCREASE/(DECREASE) IN CASH HELD.....	(92)	87	(72)	87	-	-	(411)
Cash assets at the beginning of the reporting period.....	7,236	6,616	7,144	6,691	6,778	6,778	6,778
Net cash transferred to/from other agencies....	-	-	(381)	-	-	-	-
Cash assets at the end of the reporting period.....	7,144	6,703	6,691	6,778	6,778	6,778	6,367

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

Rottnest Island Authority

Part 2

Premier; Minister for Tourism; Science

Asset Investment Program

The Authority will invest \$3.6 million during 2016-17 on its ongoing program to upgrade the Island's holiday and tourism facilities, infrastructure compliance and essential services.

The 2016-17 Asset Investment Program will focus on:

- infrastructure compliance;
- visitor facilities; and
- renewable energy programs.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Infrastructure - Waste Water Treatment Plant.....	6,100	6,100	5,315	-	-	-	-
Holiday and Tourism Facilities - 2015-16 Program.....	5,660	5,660	5,660	-	-	-	-
NEW WORKS							
Holiday and Tourism Facilities							
2016-17 Program.....	3,567	-	-	3,567	-	-	-
2017-18 Program.....	4,668	-	-	-	4,668	-	-
2018-19 Program.....	4,669	-	-	-	-	4,669	-
2019-20 Program.....	4,265	-	-	-	-	-	4,265
Total Cost of Asset Investment Program.....	28,929	11,760	10,975	3,567	4,668	4,669	4,265
FUNDED BY							
Internal Funds and Balances.....			10,975	3,567	4,668	4,669	4,265
Total Funding.....			10,975	3,567	4,668	4,669	4,265

Division 8 Chemistry Centre (WA)

Part 2 Premier; Minister for Tourism; Science

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 11 Net amount appropriated to deliver services	8,144	7,324	7,559	6,459	6,698	6,722	6,764
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	208	208	246	251	258	264	271
Total appropriations provided to deliver services.....	8,352	7,532	7,805	6,710	6,956	6,986	7,035
CAPITAL							
Item 125 Capital Appropriation.....	700	-	1,300	1,500	940	1,000	1,000
TOTAL APPROPRIATIONS	9,052	7,532	9,105	8,210	7,896	7,986	8,035
EXPENSES							
Total Cost of Services.....	24,307	25,274	24,772	24,971	25,162	25,238	25,397
Net Cost of Services ^(a)	9,891	7,423	8,051	7,961	8,118	8,025	7,972
CASH ASSETS ^(b)	2,987	2,527	2,943	2,799	2,423	2,047	1,663

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	(6)	(126)	(246)	(361)

Significant Issues Impacting the Agency

Mitigate Risks on Behalf of the Government Associated with Public Health, Public Safety and the Environment

- The Centre has assessed the State's tolerance for a range of risks it has responsibility for under the *Chemistry Centre (WA) Act 2007*, and is reviewing services to ensure the State Government appropriately mitigate these risks.
- The Centre will work with key State Government partner agencies to ensure services are aligned in the most efficient and effective manner to mitigate their risks and shared responsibilities.
- The Centre will further develop its collaborations with State Government agencies, universities and other bodies to expand its capability and knowledge in forensic science and analytical chemistry.

- The Centre will collaborate with government and other partners to investigate the scope of a range of current (and future) legal and illegal drugs to allow for a quantified approach to addressing their impact on mental health in the community, on our roads and in the prison system.

Keep the State Safe During Times of Emergency and Crisis

- The Centre will invest in equipment and maintenance to improve the 24 hour Emergency Response service capability and mitigate risk to the State. Training will be extended to the Department of Fire and Emergency Services in accordance with the Memorandum of Understanding. This capability contributes to the State's capacity to respond to emergencies such as bush fires, chemical fires, chemical spills and acts of vandalism or terrorism. With the growing intensity and frequency of bushfires in particular, there will be a commensurate impact on infrastructure and the environment through the release of hazardous chemicals which must be identified and monitored in real time.
- The Centre will continue to maintain its readiness and further develop its collaborative relationships at the State, national and international level to support timely and informed decision making and response in the event of terrorist threats and incidents arising from chemical, biological or radiological sources.

Support the State Justice and Policing Systems

- The Centre will work with Western Australia Police to address analytical and evidentiary issues arising from increased roadside drug testing. Through improved sampling and analytical procedures it will also assist Western Australia Police in its efforts to deal with growing seizures of methylamphetamine type drugs.
- The Centre will continuously develop innovative analytical methods in response to the escalating range of New Psychoactive Substances entering the illegal drug marketplace to support the Office of the Coroner, Western Australia Police and the Office of the Director of Public Prosecutions, and where appropriate, advise on risk mitigation strategies.
- The Centre will be extending its significant skills in small molecule identification into the analysis of larger molecules such as peptides which have the potential for abuse in humans and also in animals participating in the racing industry.

Support the Sustainable Economic Development of the State

- The Centre will collaborate with the resources and energy sectors and regulators in this sector to develop transparent and cost effective analytical and monitoring regimes to assist in appropriate, cost effective and timely environmental impact assessment for future mines, active mines and mine site closure planning in order to reduce sovereign and legacy risk to the State.
- The Centre will assess analytical methods for regulators and industry to ensure the safe and effective use of industrial by-products for alternative uses including construction and soil remediation.
- The Centre will help the Western Australian agriculture and food sectors to increase their comparative marketing advantage through compositional testing and certification, particularly for lupins, wheat, honey and in aquaculture.

Support Science Capability and Engagement in the State

- The Centre contributes to the scientific infrastructure of the State via various State, national and international committees and advisory groups which have a direct impact on the legislation, operation or business activities of companies in Western Australia. These groups include the National Institute of Forensic Science, the Strategic Assessment of the Perth and Peel Regions, National Association of Testing Authorities, International Standards Association, Chemical Warfare Analytical Laboratory Network, the Department of Water's Science Review Panel and the State Water Purity and Fluoridation Committees.
- The Centre makes a strong contribution to science, technology, engineering and mathematics (STEM) education through the promotion of chemistry-based activities. These include a commitment to National Science Week and strategic engagement with schools that focus on STEM. At the tertiary level the Centre will seek to further develop its collaboration with universities through joint supervision of undergraduate and graduate students and through post-doctoral fellows, as well as offering vacation employment.
- The Centre will work with key university collaborators to obtain Australian Research Council Linkage Infrastructure, Equipment and Facilities grants for scientific equipment which will significantly enhance capability across all partner agencies.
- The Centre, through its relationship with the Office of Science, will continue to contribute to Government science initiatives.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Commercial and Scientific Information and Advice.....	21,307	21,792	21,734	21,742	21,851	21,844	21,919
2. Research and Development.....	1,267	1,557	1,435	1,594	1,635	1,676	1,717
3. Emergency Response Management.....	1,733	1,925	1,603	1,635	1,676	1,718	1,761
Total Cost of Services	24,307	25,274	24,772	24,971	25,162	25,238	25,397

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Quality scientific advice:					
Client satisfaction.....	87%	80%	80%	80%	
Proficiency rating	90%	95%	95%	95%	
Outcome: Quality research and development:					
Aggregate value of ChemCentre components	47/53	60/40	60/40	60/40	
Quality of research and development	83%	80%	80%	80%	
Outcome: Quality emergency response:					
Average resolution time	1.9 hours	4 hours	4 hours	4 hours	

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

Services and Key Efficiency Indicators

1. Commercial and Scientific Information and Advice

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 21,307	\$'000 21,792	\$'000 21,734	\$'000 21,742	
Less Income.....	13,821	16,917	15,860	16,054	
Net Cost of Service.....	7,486	4,875	5,874	5,688	
Employees (Full Time Equivalents).....	90	90	85	85	
Efficiency Indicators					
Total Cost of Service.....	21,307	21,792	21,734	21,742	
Billable Hours	100,366	99,000	93,720	93,720	
Average Cost per Chargeable Hour	\$212	\$220	\$232	\$232	

2. Research and Development

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,267	\$'000 1,557	\$'000 1,435	\$'000 1,594	
Less Income.....	595	934	861	956	
Net Cost of Service.....	672	623	574	638	
Employees (Full Time Equivalents).....	6	6	6	6	
Efficiency Indicators					
Total Cost of Service.....	1,267	1,557	1,435	1,594	
Billable Hours	5,240	6,600	6,600	6,600	
Average Cost per Chargeable Hour	\$242	\$236	\$217	\$242	

3. Emergency Response Management

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,733	\$'000 1,925	\$'000 1,603	\$'000 1,635	1
Less Income.....	-	-	-	-	
Net Cost of Service.....	1,733	1,925	1,603	1,635	
Employees (Full Time Equivalents).....	5	6	5	5	
Efficiency Indicators					
Total Cost of Service.....	1,733	1,925	1,603	1,635	
Billable Hours	7,372	6,600	5,500	5,500	
Average Cost per Chargeable Hours.....	\$235	\$270	\$291	\$297	

Explanation of Significant Movements

(Notes)

- The expense variation between 2015-16 Budget and 2016-17 Budget Target is the result of improved cost modelling.

Asset Investment Program

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

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Acquisition Program - New Scientific Equipment							
2013-14 Program	961	961	525	-	-	-	-
Basic Lab Gear Replacement	20	20	20	-	-	-	-
Dionex Ion Chromatography System	125	125	125	-	-	-	-
General Lab Minor Equipment	30	30	30	-	-	-	-
Stereomicroscopes with Digital Interface	130	130	130	-	-	-	-
Asset Replacement Program							
Replacement of Information Technology Software	40	40	40	-	-	-	-
Replacement of Personal Computers (PCs) Used for Scientific Equipment	15	15	15	-	-	-	-
Replacement of Workstation PCs	15	15	15	-	-	-	-
Workstation PCs for General Purpose	63	63	63	-	-	-	-
NEW WORKS							
Asset Replacement Program							
2016-17 Program	1,500	-	-	1,500	-	-	-
2017-18 Program	1,500	-	-	-	1,500	-	-
2018-19 Program	1,000	-	-	-	-	1,000	-
2019-20 Program	1,000	-	-	-	-	-	1,000
Total Cost of Asset Investment Program.....	6,399	1,399	963	1,500	1,500	1,000	1,000
FUNDED BY							
Capital Appropriation			-	1,500	940	1,000	1,000
Drawdowns from the Holding Account.....			-	-	560	-	-
Internal Funds and Balances.....			963	-	-	-	-
Total Funding.....			963	1,500	1,500	1,000	1,000

Financial Statements

Income Statement

Expenses

The 2016-17 Budget Estimate Total Cost of Service shows an increase of \$199,000 over the 2015-16 Estimated Actual, this is mainly due to salary increases associated with improved cost modelling.

Income

Fee for service revenue from the provision of service to clients will increase in 2016-17 by \$289,000 compared to the 2015-16 Estimated Actual. This increase is due to increased demand from some clients and CPI increases in prices.

Statement of Financial Position

The equity contribution from Government will increase by \$1.5 million in 2016-17 compared to the 2015-16 Estimated Actual. The funds will be used to acquire essential scientific equipment to underpin the delivery of services to the Western Australian community.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	12,744	13,546	12,947	13,262	13,554	13,764	14,074
Supplies and services	2,075	2,634	2,045	2,024	2,015	2,007	2,001
Accommodation	5,474	5,652	5,796	5,790	5,786	5,783	5,782
Depreciation and amortisation.....	1,319	1,523	1,303	1,218	1,131	1,006	906
Other expenses.....	2,695	1,919	2,681	2,677	2,676	2,678	2,634
TOTAL COST OF SERVICES	24,307	25,274	24,772	24,971	25,162	25,238	25,397
Income							
Sale of goods and services.....	14,354	17,795	16,658	16,946	16,978	17,146	17,356
Other revenue.....	62	56	63	64	66	67	69
Total Income.....	14,416	17,851	16,721	17,010	17,044	17,213	17,425
NET COST OF SERVICES	9,891	7,423	8,051	7,961	8,118	8,025	7,972
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	8,352	7,532	7,805	6,710	6,956	6,986	7,035
TOTAL INCOME FROM STATE GOVERNMENT	8,352	7,532	7,805	6,710	6,956	6,986	7,035
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	(1,539)	109	(246)	(1,251)	(1,162)	(1,039)	(937)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 115, 118 and 116 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	2,987	2,527	2,943	2,799	2,423	2,047	1,663
Holding account receivables	560	560	560	560	-	-	-
Receivables	832	1,523	1,232	1,176	1,202	1,222	1,250
Other	230	250	288	250	250	250	250
Total current assets	4,609	4,860	5,023	4,785	3,875	3,519	3,163
NON-CURRENT ASSETS							
Property, plant and equipment	3,018	4,332	2,510	3,200	3,924	4,207	4,302
Intangibles	883	675	1,051	643	288	-	-
Other	2,673	2,671	3,025	3,376	3,729	4,083	4,439
Total non-current assets	6,574	7,678	6,586	7,219	7,941	8,290	8,741
TOTAL ASSETS	11,183	12,538	11,609	12,004	11,816	11,809	11,904
CURRENT LIABILITIES							
Employee provisions	2,631	2,583	2,631	2,631	2,631	2,631	2,631
Payables	616	1,397	586	592	591	589	586
Other	1,625	1,215	999	1,107	1,110	1,112	1,115
Total current liabilities	4,872	5,195	4,216	4,330	4,332	4,332	4,332
NON-CURRENT LIABILITIES							
Employee provisions	808	1,070	808	808	808	808	808
Total non-current liabilities	808	1,070	808	808	808	808	808
TOTAL LIABILITIES	5,680	6,265	5,024	5,138	5,140	5,140	5,140
EQUITY							
Contributed equity	6,143	5,738	7,438	8,938	9,878	10,878	11,878
Accumulated surplus/(deficit) ^(b)	(640)	535	(853)	(2,072)	(3,202)	(4,209)	(5,114)
Total equity	5,503	6,273	6,585	6,866	6,676	6,669	6,764
TOTAL LIABILITIES AND EQUITY	11,183	12,538	11,609	12,004	11,816	11,809	11,904

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

(b) Accumulated surplus/(deficit) does not agree to the aggregate of surplus/(deficiency) for the period and surplus/(deficiency) as at the end of the previous reporting period for the reason of the deferred tax expense of \$33,000 in 2014-15 and 2015-16, and \$32,000 in 2016-17 to 2019-20.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	8,352	7,532	7,805	6,710	6,956	6,986	7,035
Capital appropriation.....	700	-	1,300	1,500	940	1,000	1,000
Holding account drawdowns.....	405	-	-	-	560	-	-
Receipts paid into Consolidated Account.....	-	-	(5)	-	-	-	-
Net cash provided by State Government.....	9,457	7,532	9,100	8,210	8,456	7,986	8,035
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(12,673)	(13,526)	(13,358)	(13,212)	(13,502)	(13,715)	(14,024)
Supplies and services.....	(3,063)	(1,833)	(2,222)	(2,002)	(2,056)	(2,041)	(2,049)
Accommodation.....	(5,340)	(5,852)	(6,052)	(6,045)	(6,041)	(6,038)	(6,037)
Other payments.....	(4,315)	(3,252)	(4,198)	(4,285)	(4,279)	(4,315)	(4,294)
Receipts							
Sale of goods and services.....	14,844	16,607	16,158	17,111	16,952	17,126	17,328
GST receipts.....	1,484	1,745	1,491	1,579	1,594	1,621	1,657
Net cash from operating activities.....	(9,063)	(6,111)	(8,181)	(6,854)	(7,332)	(7,362)	(7,419)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(1,009)	(963)	(963)	(1,500)	(1,500)	(1,000)	(1,000)
Net cash from investing activities.....	(1,009)	(963)	(963)	(1,500)	(1,500)	(1,000)	(1,000)
NET INCREASE/(DECREASE) IN CASH HELD	(615)	458	(44)	(144)	(376)	(376)	(384)
Cash assets at the beginning of the reporting period.....	3,602	2,069	2,987	2,943	2,799	2,423	2,047
Cash assets at the end of the reporting period.....	2,987	2,527	2,943	2,799	2,423	2,047	1,663

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

Part 3

Deputy Premier; Minister for Police; Road Safety; Training and Workforce Development; Women's Interests

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Western Australia Police			
	– Delivery of Services.....	1,270,649	1,225,780	1,298,208
	– Capital Appropriation.....	44,632	47,303	44,001
	Total.....	1,315,281	1,273,083	1,342,209
	Road Safety Commission			
	– Delivery of Services.....	200	200	201
	Total.....	200	200	201
	Training and Workforce Development			
	– Delivery of Services.....	386,681	366,368	353,472
	– Capital Appropriation.....	8,279	8,279	12,216
	Total.....	394,960	374,647	365,688
	GRAND TOTAL			
	– Delivery of Services.....	1,657,530	1,592,348	1,651,881
	– Capital Appropriation.....	52,911	55,582	56,217
	Total.....	1,710,441	1,647,930	1,708,098

Division 9

Western Australia Police

Part 3

Deputy Premier; Minister for Police; Road Safety; Training and Workforce Development; Women's Interests

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 12 Net amount appropriated to deliver services	1,223,582	1,266,145	1,221,276	1,293,586	1,308,708	1,318,210	1,317,273
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	4,390	4,504	4,504	4,622	4,742	4,742	4,742
Total appropriations provided to deliver services	1,227,972	1,270,649	1,225,780	1,298,208	1,313,450	1,322,952	1,322,015
CAPITAL							
Item 126 Capital Appropriation	35,410	44,632	47,303	44,001	22,282	32,873	14,061
TOTAL APPROPRIATIONS	1,263,382	1,315,281	1,273,083	1,342,209	1,335,732	1,355,825	1,336,076
EXPENSES							
Total Cost of Services	1,273,849	1,357,591	1,327,451	1,394,832	1,393,368	1,398,673	1,398,851
Net Cost of Services ^(a)	1,209,379	1,292,481	1,250,168	1,315,814	1,324,559	1,330,774	1,329,933
CASH ASSETS ^(b)	121,092	46,135	60,248	50,508	53,838	57,168	60,498

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2014-15 Targeted Voluntary Separation Scheme	(3,460)	(3,546)	(3,635)	(3,726)	(3,819)
Armadale Courthouse and Police Complex - Design and Accommodation Brief	-	700	1,100	-	-
Asset Investment Program Efficiency Measure	(5,508)	-	-	-	-
Building Maintenance and Works Service Fee	-	873	873	873	873
Chemistry Centre (WA)	1,556	1,556	1,556	1,556	1,556
Contribution to Regional Services Reform Unit	(355)	(365)	(416)	-	-
Countering Violent Extremism Intervention Process	160	160	160	-	-
Government Regional Officer Housing	(21,871)	(29,077)	(31,178)	(31,144)	(28,540)
Hoon and No Motor Vehicle Drivers Licence Impoundments	-	-	3,560	3,560	3,560
Mental Health Court Diversion Program	-	224	230	235	-
Overtime for Police Officers Redeployed to the Frontline	-	-	1,050	1,075	1,100
PathWest Forensic Biology Laboratory	2,071	3,123	3,198	3,274	3,351
Proceeds of Crime - Confiscation Proceeds Account	1,545	534	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(298)	(9,705)	(19,320)	(29,423)
Revision of Depreciation Expense	(6,200)	(6,200)	(6,200)	(6,200)	(6,200)
Revision to Indexation for Non-Salary Expense	-	(2,278)	(5,657)	(9,160)	-

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revision to Own Source Revenue Estimates					
2016-17 Tariffs, Fees and Charges	-	(559)	(559)	(559)	(559)
Policing Services for Commonwealth Immigration Detention Centre Facilities	546	763	260	-	-
Revision of CBD Staff Parking Fees	140	140	140	140	140
South West Leavers Wristband Sales.....	720	740	760	780	800
Road Trauma Trust Account					
Adjustments	-	(2,783)	-	-	-
Enhanced Automated Traffic Enforcement Strategy.....	2,580	4,031	2,093	489	489
Speed Camera Replacement Program	-	1,204	-	-	-
Royalties for Regions					
Community Safety Network.....	-	-	(5,975)	(6,265)	-
Regional Workers Incentive Allowance Payments.....	(237)	-	-	-	-
Westralia Square Accommodation	-	7,581	9,099	9,570	6,710

Significant Issues Impacting the Agency

- Western Australia Police continues to address the challenges of providing quality policing services in an environment of increasing demand driven by a growth in population, fluctuating crime trends and complex social issues. In December 2014, a new operating strategy was adopted aimed at reducing demand, focusing services at the local level, and improving the ability to direct effort where it is most needed. Western Australia Police will continue to embed the operating strategy, reviewing key learnings and adopting new approaches to respond to community needs and expectations.
- The illicit use of drugs, particularly methamphetamine, remains a significant issue for Western Australia Police. The wide range of harm associated with the use of illicit drugs reflects the complexity of the problem causing significant implications not only for Western Australia Police but the wider community. Western Australia Police continues to be proactive in targeting significant drug offenders, and is committed to establishing partnerships with other State Government departments, the not-for-profit sector and private organisations to reduce the availability of illicit drugs in the State.
- Increased community awareness around the issue of family violence is seen by Western Australia Police as an opportunity to build momentum for a multi-disciplinary, whole-of-government response. Understanding the short and long-term physical and mental impacts of family violence requires greater emphasis on support for victims of family violence, incident response capacity, information sharing between State Government departments, and coordinated service delivery.
- Western Australia Police continues to focus its traffic enforcement effort on driver behaviour that contributes to fatal and serious crashes. By maintaining a high proportion of enforcement activities on the most serious offences, Western Australia Police is targeting those behaviours known to be the major causal factors in fatal and serious crashes and providing its contribution to the State Government's Towards Zero Strategy.
- As a response to increased global terrorism activity, Western Australia Police is working with various State and Commonwealth departments in a collaborative and coordinated approach to ensure the safety of the community. Maintaining the safety of public spaces, critical infrastructure assets and emergency management preparedness are paramount for the Western Australia Police.
- Western Australia Police is committed to providing a more agile, mobile and responsive service to the community. Western Australia Police is investigating new and emerging technologies to provide officers off-site access to essential policing systems, share vital information in a timely manner, and be more connected to the community. The result will be the creation of a modernised police officer that is fully supported by real-time, fully integrated information capability.
- A rapidly evolving and increasingly complex crime environment has demanded a greater level of community engagement and inter-agency collaboration to better identify and address the root causes of offending. Western Australia Police seeks to expand and consolidate its leadership role in developing partnerships to explore innovative strategies to reduce crime, improve community resilience, and provide a more coordinated and appropriate response to the most at risk community members.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Contribute to community safety and security.	1. Metropolitan Policing Services 2. Regional and Remote Policing Services 3. Specialist Policing Services

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Metropolitan Policing Services.....	500,597	526,800	527,152	553,910	553,329	555,435	555,506
2. Regional and Remote Policing Services.....	378,462	404,819	377,075	396,216	395,800	397,307	397,357
3. Specialist Policing Services.....	394,790	425,972	423,224	444,706	444,239	445,931	445,988
Total Cost of Services	1,273,849	1,357,591	1,327,451	1,394,832	1,393,368	1,398,673	1,398,851

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Contribute to community safety and security:					
The percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police	82%	82%	82%	82%	
The percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police.....	87.7%	85%	86%	85%	
Rate of offences against property per 100,000 people	6,543.7	6,200	7,000	6,200	1
Rate of offences against the person (excluding domestic violence incidents) per 100,000 people.....	773.2	810	790	810	
Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within seven days.....	71.6%	75%	71%	75%	
Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences.....	97.1%	90%	97%	90%	
Percentage of priority one and two incidents in the metropolitan area responded to within 12 minutes	69.5%	80%	78%	80%	
Percentage of priority three incidents in the metropolitan area responded to within 60 minutes.....	84.8%	80%	82%	80%	
Percentage of offences against the person investigations finalised within 60 days.....	85.2%	85%	85%	85%	
Percentage of offences against property investigations finalised within 30 days.....	90.1%	90%	90%	90%	
Percentage of sworn police officer hours available for frontline policing duties	72.9%	75%	74%	75%	

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

Explanation of Significant Movements

(Notes)

- The increase in the 2015-16 Estimated Actual is mainly due to an increase in theft offences.

Services and Key Efficiency Indicators**1. Metropolitan Policing Services**

General policing services provided by districts within the Metropolitan region including: crime prevention, maintaining public order, and responding to and investigating criminal and general incidents.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	500,597	526,800	527,152	553,910	
Less Income	11,479	12,793	13,273	13,571	
Net Cost of Service.....	489,118	514,007	513,879	540,339	
Employees (Full Time Equivalents).....	3,538	3,613	3,721	3,817	
Efficiency Indicators					
Average Cost of Metropolitan Policing Services per Person in the Perth Metropolitan Area.....	\$248	\$254	\$259	\$267	

2. Regional and Remote Policing Services

General policing services provided by districts within regional Western Australia including: crime prevention, maintaining public order, and responding to and investigating criminal and general incidents.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	378,462	404,819	377,075	396,216	
Less Income.....	14,068	16,680	17,562	17,956	
Net Cost of Service.....	364,394	388,139	359,513	378,260	
Employees (Full Time Equivalents).....	1,940	2,007	1,961	2,011	
Efficiency Indicators					
Average Cost of Regional and Remote Policing Services per Person in Regional Western Australia.....	\$695	\$725	\$685	\$718	

3. Specialist Policing Services

Specialist policing services include: major crime, serious and organised crime, sex crime, commercial crime, licensing enforcement, forensic, intelligence, traffic enforcement, and counter terrorism and emergency response.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	394,790	425,972	423,224	444,706	
Less Income.....	38,923	35,637	46,448	47,491	
Net Cost of Service.....	355,867	390,335	376,776	397,215	
Employees (Full Time Equivalents).....	2,483	2,540	2,565	2,631	
Efficiency Indicators					
Average Cost of Specialist Services per Person in Western Australia.....	\$154	\$162	\$163	\$169	

Asset Investment Program

To support the delivery of the Western Australia Police services, the planned Asset Investment Program (AIP) for 2016-17 is \$76.3 million. Major projects include:

- Community Safety Network – Regional Radio Network Replacement Program – Funding of \$8.8 million in 2016-17 has been allocated to continue the expansion of the Western Australia Police Conventional Digital Radio Network in major regional centres including the Wheatbelt, Goldfields, Mid West, Gascoyne and Pilbara Districts. This project will address regional radio communication issues by replacing the existing obsolete Western Australia Police analogue network with a purpose built digital network.
- Cockburn Central Police Station – Funding of \$8.1 million in 2016-17 has been allocated towards the construction of a new police facility in Cockburn. Construction commenced in September 2015 and completion is anticipated in December 2016. The design of the facility is consistent with the Frontline 2020 Strategy.
- Police Facilities Major Refurbishment and Upgrade Program – Funding of \$6.8 million in 2016-17 (total \$16.8 million from 2015-16 to 2018-19) has been allocated to upgrade critical building operating systems with a high impact/consequence for tenants, including fire and evacuation, security, access and air conditioning systems. Works are planned at Maylands Police Complex, Midland Police Complex, Meekatharra Police Station, Katanning Police Station and Police Headquarters in 2016-17.
- Speed Camera Replacement Program – Funding of \$7.2 million in 2016-17, which includes \$6 million for capital activities and \$1.2 million for recurrent expenditure, has been allocated to establish a new contract for the supply of speed cameras including integration into back office infringement processing systems. This project will deliver eight replacement mobile speed cameras, 10 red light speed cameras and two fixed site speed cameras, including installation, testing, gazettal and calibration of the new equipment.
- Expansion of the Automated Traffic Enforcement Strategy – Funding of \$6.8 million (\$2.8 million for capital activities and \$4 million for recurrent expenditure) in 2016-17 (total of \$9.9 million from 2016-17 to 2019-20) will expand the State's fleet of fixed and red light speed cameras (by five and 13 respectively) as a contribution towards the State Government's Towards Zero Road Safety Strategy 2008-2020.

The figures in the AIP table include project expenditure relating to Investing Activities only and exclude expenditure through the Income Statement.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Fleet and Equipment Purchases - New and Replacement							
CCTV Cameras for Hoons.....	161	77	51	42	42	-	-
Fleet and Equipment Replacement Program 2015-2018	18,461	5,775	5,775	6,156	6,530	-	-
Information Technology (IT) Infrastructure							
Community Safety Network - Regional Radio Network							
Replacement Program ^(a)	53,004	37,316	9,014	8,845	6,843	-	-
Criminal Organisations Control Bill 2011 - IT systems.....	732	50	50	682	-	-	-
Infrastructure and Communications Technology							
Infrastructure Replacement and Continuity 2013-2015	36,202	27,502	12,469	8,700	-	-	-
Core Business Systems Tranche 2 - Computer Aided Dispatch (CAD) System.....	12,286	10,586	10,586	1,700	-	-	-
Core Business Systems - Development 2011-2015	34,583	28,046	7,696	6,537	-	-	-
Police Facilities							
Additions and Alterations to Existing Facilities							
Police Facilities Major Refurbishment and Upgrade							
Program 2015-16 to 2018-19.....	16,780	3,200	3,200	6,750	3,280	3,550	-
Westralia Square Accommodation.....	6,715	537	537	6,178	-	-	-
Boost to Police Resources							
Accommodation Infrastructure Upgrades	36,439	9,670	3,000	-	12,946	13,823	-
Ballajura Police Station.....	7,964	3,867	3,673	4,097	-	-	-
New and Replacement Police Facilities							
Cockburn Central Police Station	17,925	9,791	7,332	8,134	-	-	-
Mundijong Police Station	4,909	3,909	2,918	1,000	-	-	-
Western Suburbs Police Station.....	19,893	3	-	-	29	8,900	7,461
Upgrades							
Custodial Facilities Upgrade Program 2015-2018.....	6,800	2,126	2,126	2,280	2,394	-	-
Police Station Upgrade Program 2015-2018	10,260	3,249	3,249	3,420	3,591	-	-
Road Trauma Trust Account							
Expansion of Automated Traffic Enforcement Strategy	4,960	2,198	2,198	2,762	-	-	-
Speed Camera Replacement Program	6,612	564	564	6,048	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Fleet and Equipment Purchases - New and Replacement							
Speed and Red Light Camera Upgrades	13,094	13,094	45	-	-	-	-
IT Infrastructure							
Expanded Video Link Technology at Regional Police							
Stations - Rapid Justice Initiative	70	70	70	-	-	-	-
Police Facilities							
Additions and Alterations to Existing Facilities							
Major Refurbishment and Upgrade Program	3,835	3,835	1,790	-	-	-	-
New and Replacement Police Facilities							
Armadale Courthouse and Police Complex							
Planning and Land Acquisition	5,600	5,600	5,600	-	-	-	-
Looma Remote Multifunctional Policing Facility	6,822	6,822	480	-	-	-	-
Upgrades							
Custodial Facilities Upgrade Program 2012-2015	9,357	9,357	698	-	-	-	-
Police Station Upgrade Program 2012-2015	7,217	7,217	391	-	-	-	-
Road Trauma Trust Account							
Enhanced Automated Speed Enforcement	1,236	1,236	600	-	-	-	-
NEW WORKS							
Fleet and Equipment Purchases - New and Replacement							
Fleet and Equipment Replacement Program 2018-2021	21,600	-	-	-	-	7,200	7,200
IT Infrastructure							
State-wide CCTV Network	3,000	-	-	3,000	-	-	-
Police Facilities - Upgrades							
Custodial Facilities Upgrade Program 2018-2021	7,920	-	-	-	-	2,640	2,640
Police Station Upgrade Program 2018-2021	11,880	-	-	-	-	3,960	3,960
Total Cost of Asset Investment Program	386,317	195,697	84,112	76,331	35,655	40,073	21,261
FUNDED BY							
Capital Appropriation			47,303	44,001	22,282	32,873	14,061
Drawdowns from the Holding Account			15,137	7,856	6,530	7,200	7,200
Internal Funds and Balances			18,284	6,819	-	-	-
Other			3,362	8,810	-	-	-
Drawdowns from Royalties for Regions Fund ^(b)			26	8,845	6,843	-	-
Total Funding			84,112	76,331	35,655	40,073	21,261

(a) Funded from the Royalties for Regions Fund.

(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The Income Statement shows a planned increase in the Total Cost of Services of \$67.4 million (5.1%) in 2016-17 compared to the 2015-16 Estimated Actual. This increase is mainly attributable to the additional employee program and provision for increases in salary and employee benefits.

Income

Total own source revenue is expected to increase by \$1.7 million (2.2%) in 2016-17 compared to the 2015-16 Estimated Actual. This is mainly due to an increase in grants from the Road Trauma Trust Account.

Statement of Financial Position

Total equity for 2016-17 shows an increase of \$54.5 million (4.1%) compared to the 2015-16 Estimated Actual. This reflects an increase in total assets of \$58.7 million (3.8%) and an increase in total liabilities of \$4.2 million (1.9%) over the same period.

The increase in assets of \$58.7 million is mainly attributable to:

- increase in Holding Account receivables of \$56.3 million relating to asset replacement provisions (depreciation);
- net increase of \$12.2 million in property, plant and equipment and intangible assets relating to the AIP funded from capital appropriations and Royalties for Regions funding, as reflected in the AIP table, and offset by accumulated depreciation;
- increase in restricted cash balance by \$4.2 million from operations; and
- reduction in cash assets balance of \$13.9 million.

The \$4.2 million increase in liabilities is attributed to accrued salaries.

Statement of Cashflows

The net decrease in cash held (\$9.7 million) in 2016-17 compared to the 2015-16 Estimated Actual is primarily representative of Western Australia Police utilising cash held for asset investment projects.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	965,808	1,025,010	1,000,356	1,047,578	1,060,550	1,066,807	1,083,044
Grants and subsidies ^(c)	3,374	9,250	6,830	8,330	3,330	1,250	1,250
Supplies and services	149,291	139,964	144,273	150,699	137,765	137,148	129,821
Accommodation	46,861	54,694	54,909	60,906	63,494	68,159	64,554
Depreciation and amortisation	50,345	65,425	59,225	64,112	66,398	66,966	66,966
Other expenses.....	58,170	63,248	61,858	63,207	61,831	58,343	53,216
TOTAL COST OF SERVICES	1,273,849	1,357,591	1,327,451	1,394,832	1,393,368	1,398,673	1,398,851
Income							
Sale of goods and services.....	1,988	4,109	4,109	4,224	4,224	4,224	4,224
Regulatory fees and fines.....	17,637	18,120	18,120	17,625	17,625	17,625	17,625
Grants and subsidies.....	19,497	20,576	28,643	29,398	18,557	16,793	16,793
Other revenue	25,348	22,305	26,411	27,771	28,403	29,257	30,276
Total Income.....	64,470	65,110	77,283	79,018	68,809	67,899	68,918
NET COST OF SERVICES	1,209,379	1,292,481	1,250,168	1,315,814	1,324,559	1,330,774	1,329,933
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	1,227,972	1,270,649	1,225,780	1,298,208	1,313,450	1,322,952	1,322,015
Resources received free of charge	7,321	6,349	6,349	4,264	4,264	4,264	4,264
Royalties for Regions Fund:							
Regional Community Services Fund.....	5,200	5,243	4,475	5,306	3,858	2,685	2,781
Regional Infrastructure and Headworks Fund	3,568	8,555	7,446	9,722	2,114	-	-
TOTAL INCOME FROM STATE GOVERNMENT	1,244,061	1,290,796	1,244,050	1,317,500	1,323,686	1,329,901	1,329,060
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	34,682	(1,685)	(6,118)	1,686	(873)	(873)	(873)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 7,961, 8,247 and 8,459 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CCTV Network Infrastructure Fund	-	2,000	2,000	3,000	-	-	-
Community Policing Funding.....	1,171	-	-	-	-	-	-
Community Safety and Crime Prevention Partnership Fund.....	1,660	1,250	1,250	1,250	1,250	1,250	1,250
Countering Violent Extremism Intervention Process Fund.....	-	-	80	80	80	-	-
Infrastructure Funding to PCYC	500	6,000	3,500	4,000	2,000	-	-
Other Grants.....	43	-	-	-	-	-	-
TOTAL	3,374	9,250	6,830	8,330	3,330	1,250	1,250

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	73,645	42,700	52,783	38,840	37,967	37,094	36,221
Restricted cash	47,447	3,435	7,465	7,465	7,465	7,465	7,465
Holding account receivables	15,137	7,856	7,856	6,530	7,200	7,200	7,200
Receivables	7,581	5,492	7,581	7,581	7,581	7,581	7,581
Other	19,228	9,446	19,228	19,228	19,228	19,228	19,228
Assets held for sale	1,917	-	-	-	-	-	-
Total current assets	164,955	68,929	94,913	79,644	79,441	78,568	77,695
NON-CURRENT ASSETS							
Holding account receivables	349,172	412,922	406,722	464,304	523,502	583,268	643,034
Property, plant and equipment	942,618	956,350	970,066	990,497	980,989	973,331	946,861
Intangibles	70,050	64,019	69,356	61,144	39,909	20,674	1,439
Restricted cash	-	-	-	4,203	8,406	12,609	16,812
Total non-current assets	1,361,840	1,433,291	1,446,144	1,520,148	1,552,806	1,589,882	1,608,146
TOTAL ASSETS	1,526,795	1,502,220	1,541,057	1,599,792	1,632,247	1,668,450	1,685,841
CURRENT LIABILITIES							
Employee provisions	154,714	147,291	154,714	154,714	154,714	154,714	154,714
Payables	5,232	5,883	5,232	5,232	5,232	5,232	5,232
Other	34,371	5,996	7,391	11,594	15,797	20,000	24,203
Total current liabilities	194,317	159,170	167,337	171,540	175,743	179,946	184,149
NON-CURRENT LIABILITIES							
Employee provisions	57,289	54,149	51,189	51,189	51,189	51,189	51,189
Other	55	181	55	55	55	55	55
Total non-current liabilities	57,344	54,330	51,244	51,244	51,244	51,244	51,244
TOTAL LIABILITIES	251,661	213,500	218,581	222,784	226,987	231,190	235,393
EQUITY							
Contributed equity	624,729	682,943	678,189	731,035	760,160	793,033	807,094
Accumulated surplus/(deficit) ^(b)	250,849	212,267	244,731	246,417	245,544	244,671	243,798
Reserves ^(b)	399,556	393,507	399,556	399,556	399,556	399,556	399,556
Other	-	3	-	-	-	-	-
Total equity	1,275,134	1,288,720	1,322,476	1,377,008	1,405,260	1,437,260	1,450,448
TOTAL LIABILITIES AND EQUITY	1,526,795	1,502,220	1,541,057	1,599,792	1,632,247	1,668,450	1,685,841

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

(b) Accumulated surplus/(deficit) does not agree to the aggregate of surplus/(deficiency) for the period and surplus/(deficiency) as at the end of the previous reporting period for the reason of the transfer of Asset Revaluation Surplus attributable to property, plant and equipment disposals of \$2.1 million in 2014-15.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	1,166,301	1,205,224	1,166,555	1,234,096	1,247,052	1,255,986	1,255,049
Capital appropriation.....	35,410	44,632	47,303	44,001	22,282	32,873	14,061
Holding account drawdowns.....	14,972	15,137	15,137	7,856	6,530	7,200	7,200
Royalties for Regions Fund:							
Regional Community Services Fund.....	5,200	5,243	4,475	5,306	3,858	2,685	2,781
Regional Infrastructure and Headworks Fund.....	12,831	15,411	7,472	18,567	8,957	-	-
Receipts paid into Consolidated Account.....	(770)	-	-	-	-	-	-
Net cash provided by State Government.....	1,233,944	1,285,647	1,240,942	1,309,826	1,288,679	1,298,744	1,279,091
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(961,225)	(1,051,990)	(1,033,436)	(1,043,375)	(1,056,347)	(1,062,604)	(1,078,841)
Grants and subsidies.....	(3,377)	(9,250)	(6,830)	(8,330)	(3,330)	(1,250)	(1,250)
Supplies and services.....	(149,083)	(136,951)	(141,263)	(147,670)	(134,745)	(134,139)	(126,790)
Accommodation.....	(49,187)	(52,609)	(52,624)	(60,906)	(63,494)	(68,159)	(64,554)
Other payments.....	(75,174)	(87,266)	(87,073)	(88,271)	(86,921)	(83,457)	(78,392)
Receipts ^(b)							
Regulatory fees and fines.....	17,688	18,120	18,120	17,625	17,625	17,625	17,625
Grants and subsidies.....	19,430	20,576	28,643	29,398	18,557	16,793	16,793
Sale of goods and services.....	2,250	4,109	4,109	4,224	4,224	4,224	4,224
GST receipts.....	30,204	29,911	29,911	29,911	29,911	29,911	29,911
Other receipts.....	20,555	17,663	22,769	24,159	24,826	25,715	26,774
Net cash from operating activities.....	(1,147,919)	(1,247,687)	(1,217,674)	(1,243,235)	(1,249,694)	(1,255,341)	(1,254,500)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(68,236)	(73,333)	(84,112)	(76,331)	(35,655)	(40,073)	(21,261)
Proceeds from sale of non-current assets.....	624	-	-	-	-	-	-
Net cash from investing activities.....	(67,612)	(73,333)	(84,112)	(76,331)	(35,655)	(40,073)	(21,261)
NET INCREASE/(DECREASE) IN CASH HELD							
.....	18,413	(35,373)	(60,844)	(9,740)	3,330	3,330	3,330
Cash assets at the beginning of the reporting period.....	103,107	81,508	121,092	60,248	50,508	53,838	57,168
Net cash transferred to/from other agencies.....	(428)	-	-	-	-	-	-
Cash assets at the end of the reporting period.....	121,092	46,135	60,248	50,508	53,838	57,168	60,498

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Regulatory Fees and Fines							
Licenses.....	9,296	9,509	9,509	10,190	10,190	10,190	10,190
Departmental	8,392	8,611	8,611	7,435	7,435	7,435	7,435
Grants and Subsidies							
Departmental	1,260	400	2,625	546	546	546	546
Road Trauma Trust Account.....	15,923	18,048	23,876	26,670	17,501	15,897	15,897
Commonwealth - National Campaign							
Against Drug Abuse.....	-	146	-	-	-	-	-
Commonwealth - National Anti-Gangs Squad ...	-	1,632	1,632	1,672	-	-	-
Commonwealth - Other	2,247	350	510	510	510	350	350
Sale of Goods and Services							
Departmental	2,250	4,109	4,109	4,224	4,224	4,224	4,224
GST Receipts							
GST Input Credits	26,077	27,523	27,523	27,523	27,523	27,523	27,523
GST Receipt on Sales.....	4,127	2,388	2,388	2,388	2,388	2,388	2,388
Other Receipts							
Departmental	18,820	17,035	20,595	21,738	22,873	23,987	25,006
Commonwealth - Other	1,735	628	2,174	2,421	1,953	1,728	1,768
TOTAL	90,127	90,379	103,552	105,317	95,143	94,268	95,327

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
INCOME							
Fines							
Firearms Licensing Infringements	52	200	200	200	200	200	200
Minor Infringement Penalties ^(a)	26	-	360	360	360	360	360
Other							
Sale of Lost, Stolen and Forfeited							
Property.....	437	450	450	450	450	450	450
TOTAL ADMINISTERED INCOME	515	650	1,010	1,010	1,010	1,010	1,010
EXPENSES							
Other							
Receipts Paid into the Consolidated							
Account.....	405	400	760	760	760	760	760
All Other Expenses.....	110	250	250	250	250	250	250
TOTAL ADMINISTERED EXPENSES	515	650	1,010	1,010	1,010	1,010	1,010

(a) Minor Infringement Penalties were introduced in August 2015 after a trial in March 2015.

Division 10 Road Safety Commission

Part 3 Deputy Premier; Minister for Police; Road Safety; Training and Workforce Development; Women's Interests

Appropriations, Expenses and Cash Assets

	2014-15 ^(a)	2015-16	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 13 Net amount appropriated to deliver services	-	-	-	1	1	1	1
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	-	200	200	200	200	200	200
Total appropriations provided to deliver services.....	-	200	200	201	201	201	201
TOTAL APPROPRIATIONS	-	200	200	201	201	201	201
EXPENSES							
Total Cost of Services.....	83,753	110,888	137,704	145,672	32,457	30,853	30,853
Net Cost of Services ^(b)	(19,748)	(4,229)	22,587	35,096	(76,133)	(62,916)	(62,916)
CASH ASSETS ^(c)	94,582	99,011	72,195	37,300	113,634	176,751	239,868

(a) Financial figures for 2014-15 Actuals have been restated for comparative purposes due to Machinery of Government changes.

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

(c) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Albany Highway Passing Lanes	-	3,200	-	-	-
Collie-Lake King Road Intersection Upgrade	-	7,000	-	-	-
Enhanced Automated Traffic Enforcement Strategy	4,778	6,793	2,093	489	489
Great Eastern Highway Passing Lanes	-	12,000	-	-	-
Improved Safety Outcomes for Vehicle Occupants and Other Road Users	-	(192)	-	-	-
Improving Safety Outcomes at Metropolitan Intersections.....	-	10,000	-	-	-
Improving Safety Outcomes for Run-Off Road Crashes.....	-	28,000	-	-	-
Informing and Mobilising Actions to Improve Road Safety Outcomes.....	-	3,570	-	-	-
Reducing Injury Burden from Crashes Involving Excessive Speed.....	-	6,273	-	-	-
Reducing the Injury Burden from Impaired Driving Crashes.....	-	1,984	-	-	-
Road Safety Commission Operations.....	600	900	900	900	900
South Coast Highway Road Safety Upgrade	-	4,000	-	-	-
Stoneville and Lilydale Roads Intersection Upgrade	-	10,000	-	-	-
Wheatbelt Highway Safety Review - Toodyay Road.....	1,000	2,800	-	-	-
Wheatbelt Highway Safety Review Initiatives	-	5,000	-	-	-

Significant Issues Impacting the Agency

- Road safety remains an important priority for the Government. Since the beginning of the Towards Zero strategy in 2008, the fatality rate per 100,000 people in Western Australia has decreased by 34%. The strategy is based on the world-class safe system approach and programs are implemented to support the four cornerstones of this system: Safe Road Use, Safe Roads and Roadsides, Safe Speeds and Safe Vehicles.
- The Commission was established as an independent agency on 1 July 2015, in line with key recommendations of the Browne Review of Road Safety Governance in Western Australia. The Commission is currently serviced by Main Roads Western Australia corporate support services, however, it is in the process of transitioning this support to the Department of Training and Workforce Development effective 23 June 2016.
- Implementing the recommendations of the Browne Review has required a change in focus of the Commission in the monitoring and management of Road Trauma Trust Account (RTTA) funded projects. The Commission is enhancing its project management capability and engaging with funding recipients to ensure effective and accountable delivery of RTTA funded initiatives.
- Regional areas are over-represented in road trauma statistics. In 2015, 87 of the 161 deaths in Western Australia occurred in regional areas. This trend has continued in the first quarter of the 2016 calendar year. The Government’s recently tabled Wheatbelt Highway Safety Review identified a number of road treatments and programs to promote road safety and reduce deaths and trauma on Wheatbelt roads. The Government has also committed to fund initiatives under the ‘Improving Safety Outcomes for Run-Off Road Crashes’ program targeting high priority regional road safety requirements.
- In the metropolitan area, intersections account for more than half of all fatal and serious crashes. The ‘Improving Safety Outcomes at Metropolitan Intersections’ program will continue to be funded in 2016-17 to improve road safety outcomes in the metropolitan area.
- During 2015, 60% of fatalities were a result of crashes with recorded driver behavioural factors, which include speed, alcohol, fatigue and inattention. To reduce the number of incidents occurring as a result of these factors, the Commission will undertake a number of strategies in 2016-17, which include education campaigns, the introduction of alcohol interlock devices, trialling of point to point speed monitoring cameras and continuing to expand the speed camera network.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Improve coordination and community awareness of road safety in Western Australia.	1. Road Safety Commission

Service Summary ^(a)

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Road Safety Commission.....	83,753	110,888	137,704	145,672	32,457	30,853	30,853
Total Cost of Services	83,753	110,888	137,704	145,672	32,457	30,853	30,853

(a) The newly formed Road Safety Commission will be conducting a full review of its Outcome Based Management (OBM) structure in 2016-17. It is anticipated that there will be a new OBM structure to reflect more accurately the activities undertaken by the Commission for the 2017-18 Budget.

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15	2015-16	2015-16	2016-17	
	Actual	Budget	Estimated Actual	Budget Target	Note
Outcome: Improve coordination and community awareness of road safety in Western Australia:					
Effectiveness of road safety awareness campaigns.....	65%	70%	70%	70%	

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

Services and Key Efficiency Indicators**1. Road Safety Commission**

The objective of this program is to improve coordination and community awareness of road safety in Western Australia.

	2014-15	2015-16	2015-16	2016-17	
	Actual	Budget	Estimated Actual	Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	83,753	110,888	137,704	145,672	1
Less Income	103,501	115,117	115,117	110,576	2
Net Cost of Service	(19,748)	(4,229)	22,587	35,096	
Employees (Full Time Equivalents).....	22	28	28	28	3
Efficiency Indicators					
Percentage of Road Safety Commission Projects Completed on Time	91%	90%	90%	90%	
Percentage of Road Safety Commission Projects Completed on Budget.....	100%	90%	90%	95%	

Explanation of Significant Movements

(Notes)

- The Total Cost of Service 2015-16 Estimated Actual increased compared to the 2015-16 Budget primarily due to the carryover from 2014-15 of \$20.4 million in grants and subsidies, and additional expenditure of \$4.8 million for the Enhanced Automated Traffic Enforcement Strategy and \$1 million for the Wheatbelt Highway Safety Review Toodyay Road upgrade.
- An increase in the number of speed cameras is anticipated to result in increased revenue collections in 2015-16.
- The Commission was established as a standalone agency from 1 July 2015. This has resulted in an increase in Full Time Equivalents to meet the statutory and service delivery requirements for the new agency.

Financial Statements

Income Statement

Expenses

The Total Cost of Services 2015-16 Estimated Actual increased compared to the 2015-16 Budget Estimate due to the carryover of \$20.4 million in grants and subsidies from 2014-15 and additional expenditure of \$4.8 million for the Enhanced Automated Traffic Enforcement Strategy and \$1 million for the Wheatbelt Highway Safety Review Toodyay Road upgrade.

The Total Cost of Services in 2016-17 includes additional grants and subsidies funding for the following:

- \$12 million for the Great Eastern Highway (Goldfields) passing lanes;
- \$10 million for the upgrade of Stoneville and Lilydale Road intersections on Toodyay Road;
- \$7 million for the upgrade Collie-Lake King Road intersections on Albany Highway;
- \$6.8 million for the Enhanced Automated Traffic Enforcement Strategy;
- \$5 million for the Wheatbelt Highway Safety Review initiatives;
- \$4 million for the South Coast Highway widening, sealing and installing audible edge lines; and
- \$3.2 million for the construction of passing lanes on Albany Highway (Harold Road South).

The Total Cost of Services decreases in 2017-18 to 2019-20 as the allocation of funding to road safety programs is yet to be determined for the forward estimates period.

Income

The decrease in other revenue in 2016-17 and across the forward estimates period is due to the forecast decrease in speed camera infringements.

Statement of Financial Position

The total current assets 2015-16 Estimated Actual decreased compared to the 2015-16 Budget due to the disbursement of \$20.4 million in grants and subsidies carried over from 2014-15 and the distribution of funding from the RTTA of \$4.8 million for the Enhanced Automated Traffic Enforcement Strategy and \$1 million for Wheatbelt Highway Safety Review Toodyay Road upgrade.

The total current assets in 2016-17 decreased due to grants and subsidies for the programs detailed in the Expenses section above. The total current assets increases in 2017-18 to 2019-20 as the allocation of funding to road safety programs is yet to be determined for the forward estimates period.

Statement of Cashflows

The employee benefits expense has increased from the 2014-15 Actual to the 2015-16 Estimated Actual due to an increase in staffing levels as a result of the establishment of the Commission from 1 July 2015.

The level of grant and subsidies expenditure 2015-16 Estimated Actual increased compared to the 2015-16 Budget due to the carryover of \$20.4 million from 2015-16 and additional funding of \$4.8 million for the Enhanced Automated Traffic Enforcement Strategy and \$1 million for the Wheatbelt Highway Safety Review Toodyay Road upgrade.

The 2016-17 grants and subsidies figure includes funding for the programs detailed in the Expenses section above. The grant and subsidies decreases in 2017-18 to 2019-20 as the allocation of funding to road safety programs is yet to be determined for the forward estimates period.

The accommodation expense increased from the 2015-16 Estimated Actual to the 2016-17 Budget Estimate due to the Commission meeting its own accommodation costs as an independent agency, which was previously provided from Main Roads Western Australia.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 ^(b)	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	2,651	3,513	3,513	3,513	3,513	3,513	3,513
Grants and subsidies ^(d)	75,061	100,048	126,264	134,053	25,604	24,000	24,000
Supplies and services	2,061	3,000	3,600	3,376	2,780	2,780	2,780
Accommodation	2	10	10	510	510	510	510
Other expenses.....	3,978	4,317	4,317	4,220	50	50	50
TOTAL COST OF SERVICES	83,753	110,888	137,704	145,672	32,457	30,853	30,853
Income							
Road Trauma Trust Account - revenue	103,501	115,117	115,117	110,576	108,590	93,769	93,769
Total Income.....	103,501	115,117	115,117	110,576	108,590	93,769	93,769
NET COST OF SERVICES	(19,748)	(4,229)	22,587	35,096	(76,133)	(62,916)	(62,916)
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	-	200	200	201	201	201	201
TOTAL INCOME FROM STATE GOVERNMENT	-	200	200	201	201	201	201
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	19,748	4,429	(22,387)	(34,895)	76,334	63,117	63,117

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

(b) Financial figures for 2014-15 Actuals have been restated for comparative purposes due to Machinery of Government changes.

(c) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 22, 28 and 28 respectively.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 ^(a)	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Road Safety Initiatives	75,061	100,048	126,264	134,053	25,604	24,000	24,000
TOTAL	75,061	100,048	126,264	134,053	25,604	24,000	24,000

(a) Financial figures for 2014-15 Actuals have been restated for comparative purposes due to Machinery of Government changes.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 ^(b)	2015-16	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
	Actual \$'000	Budget \$'000					
CURRENT ASSETS							
Cash assets	608	608	608	608	608	608	608
Restricted cash	93,974	98,403	71,587	36,692	113,026	176,143	239,260
Other.....	731	731	731	731	731	731	731
Total current assets	95,313	99,742	72,926	38,031	114,365	177,482	240,599
NON-CURRENT ASSETS							
Property, plant and equipment	30	30	30	30	30	30	30
Total non-current assets	30	30	30	30	30	30	30
TOTAL ASSETS	95,343	99,772	72,956	38,061	114,395	177,512	240,629
CURRENT LIABILITIES							
Employee provisions	516	516	516	516	516	516	516
Payables	10,128	10,128	10,128	10,128	10,128	10,128	10,128
Total current liabilities	10,644	10,644	10,644	10,644	10,644	10,644	10,644
NON-CURRENT LIABILITIES							
Employee provisions	92	92	92	92	92	92	92
Total non-current liabilities	92	92	92	92	92	92	92
TOTAL LIABILITIES.....	10,736	10,736	10,736	10,736	10,736	10,736	10,736
EQUITY							
Contributed equity	64,859	84,607	84,607	84,607	84,607	84,607	84,607
Accumulated surplus/(deficit).....	19,748	4,429	(22,387)	(57,282)	19,052	82,169	145,286
Total equity	84,607	89,036	62,220	27,325	103,659	166,776	229,893
TOTAL LIABILITIES AND EQUITY	95,343	99,772	72,956	38,061	114,395	177,512	240,629

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

(b) Financial figures for 2014-15 Actuals have been restated for comparative purposes due to Machinery of Government changes.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 ^(b)	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	-	200	200	201	201	201	201
Net cash provided by State Government.....	-	200	200	201	201	201	201
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(2,680)	(3,513)	(3,513)	(3,513)	(3,513)	(3,513)	(3,513)
Grants and subsidies.....	(73,181)	(100,048)	(126,264)	(134,103)	(25,604)	(24,000)	(24,000)
Supplies and services.....	(1,867)	(3,000)	(3,600)	(3,326)	(2,780)	(2,780)	(2,780)
Accommodation.....	(2)	(10)	(10)	(510)	(510)	(510)	(510)
Other payments.....	(3,367)	(4,317)	(4,317)	(4,220)	(50)	(50)	(50)
Receipts							
Road Trauma Trust Account - receipts.....	103,370	115,117	115,117	110,576	108,590	93,769	93,769
Net cash from operating activities.....	22,273	4,229	(22,587)	(35,096)	76,133	62,916	62,916
NET INCREASE/(DECREASE) IN CASH HELD.....	22,273	4,429	(22,387)	(34,895)	76,334	63,117	63,117
Cash assets at the beginning of the reporting period.....	72,309	94,582	94,582	72,195	37,300	113,634	176,751
Cash assets at the end of the reporting period.....	94,582	99,011	72,195	37,300	113,634	176,751	239,868

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

(b) Financial figures for 2014-15 Actuals have been restated for comparative purposes due to Machinery of Government changes.

Division 11 Training and Workforce Development

Part 3 Deputy Premier; Minister for Police; Road Safety; Training and Workforce Development; Women's Interests

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 14 Net amount appropriated to deliver services	436,721	383,691	363,378	350,482	348,413	343,839	341,428
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	2,990	2,990	2,990	2,990	2,990	2,990	2,990
Total appropriations provided to deliver services	439,711	386,681	366,368	353,472	351,403	346,829	344,418
CAPITAL							
Item 127 Capital Appropriation	1,474	8,279	8,279	12,216	237	-	-
TOTAL APPROPRIATIONS	441,185	394,960	374,647	365,688	351,640	346,829	344,418
EXPENSES							
Total Cost of Services	671,424	623,771	609,782	611,368	560,820	558,659	557,060
Net Cost of Services ^(a)	416,442	366,343	353,530	338,213	337,860	332,206	326,189
CASH ASSETS ^(b)	114,781	85,650	118,008	99,516	94,030	95,303	101,192

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Adjustments to Commonwealth Grants	(4,176)	(5,888)	(7,728)	(9,680)	(5,262)
Contribution to the Regional Services Reform Unit	(113)	(116)	(132)	-	-
Future Skills WA					
Adjustment to Cap Student Fee Increases at 4%	2,045	8,169	11,925	13,087	-
Capped Annual Course Fees for Diploma and Advanced Diploma Students	50	100	100	100	-
Government Regional Officer Housing ^(a)	-	(304)	(539)	(660)	(746)
Revised 1.5% Public Sector Wages Policy ^(a)	-	(90)	(2,992)	(6,775)	(10,838)
Revision to Indexation for Non-Salary Expenses ^(a)	-	(1,014)	(2,579)	(4,206)	-
Revision to Own-Source Revenue Estimates – International Student Fees	3,000	2,000	2,000	2,000	2,000
Royalties for Regions					
Aboriginal Youth Transitions	(96)	75	120	(99)	-
Muresk Institute Agricultural Degree Program	2,929	686	-	-	-
Muresk Institute Agricultural Skills Development Pathway	2,787	1,374	1,374	-	-
Regional Workers Incentives Allowance	(344)	-	-	-	-
Targeted Voluntary Separation Scheme ^(a)	(20,200)	(20,700)	(21,200)	(21,700)	(21,700)

(a) Includes Technical and Further Education (TAFE) Colleges.

Significant Issues Impacting the Agency

- In 2014, the State Government introduced Future Skills WA as a requirement under the National Partnership Agreement on Skills Reform. Future Skills WA included a revised student subsidy and fee structure, which reflects the relative priority of qualifications, with State priority qualifications attracting relatively high rates of subsidy in order to stimulate enrolments in qualifications that align with anticipated jobs in demand. Priority industry skills training attracts a greater than 80% subsidy towards the cost of training and focuses on those areas of greatest employment demand. Commencing in 2016, annual course fee increases will be capped at 4% per annum to minimise the impact of changing student fee contributions under Future Skills WA.
- The Minister for Training and Workforce Development (the Minister) launched the Training Sector Reform Project in October 2015 to examine the function and structure of Western Australia's public training sector. The project focused on an analysis of the functionality of the network of the State's TAFE Colleges, their roles and responsibilities, their relationship with the Department, and how the Colleges might best operate in the contemporary vocational education and training (VET) market. A Steering Committee for the project was established by the Minister, chaired by former Government Minister the Hon Cheryl Edwardes, with representatives from industry and government.
- In February 2016, the State Government approved the implementation of the Training Sector Reform Project recommendations. The key change is the consolidation to five TAFE Colleges¹ which occurred on 11 April 2016.
- Consolidating the TAFE Colleges will increase the sustainability of the VET sector. This will be achieved through the following strategies:
 - the skills needs of industry and employment prospects of students will be enhanced through more coordinated delivery of training programs in consultation with local industries and communities;
 - cost effective measures in delivering training and administration practices across the TAFE sector will be maximised through greater collaboration and adoption of best practice methods;
 - the TAFE sector will develop more specialised programs and locations through the creation of Centres of Excellence to ensure highest standards of skill development; and
 - collaboration across the VET sector will be enhanced through the provision of greater information on the activities of the TAFE Colleges and clarification of their roles and responsibilities.
- The current National Partnership Agreement on Skills Reform is due to expire on 30 June 2017, with a final payment of \$53.8 million in 2016-17. At present, the Commonwealth Government has not committed to a new agreement.

¹ Prior to 11 April 2016, the public training sector comprised 11 State Training Providers.

Resource Agreement

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

Outcomes, Services and Key Performance Information

The Department revised its Outcome Based Management (OBM) structure for the 2015-16 Budget, as part of the Government's Budget Framework Reform initiative. Where practical, the 2014-15 Actual has been recast for comparative purposes.

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians. Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	A skilled workforce that meets the State's economic and community needs.	1. Workforce Planning and Development 2. Development of Vocational Education and Training Policy and Programs 3. Career and Workforce Development Services 4. Skilled Migration, Including Overseas Qualification Assessment
	A flexible, responsive, innovative and quality training system.	5. Apprenticeship and Traineeship Administration and Regulation 6. Procurement of Training 7. Recruitment and Management of International Students 8. Infrastructure Management for TAFE Colleges 9. Support Services to TAFE Colleges

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Workforce Planning and Development.....	11,586	12,898	11,913	12,357	12,480	12,605	12,731
2. Development of Vocational Education and Training Policy and Programs	7,561	8,429	8,182	8,370	8,454	8,538	8,624
3. Career and Workforce Development Services	13,016	14,119	14,451	14,459	14,603	14,749	14,897
4. Skilled Migration, Including Overseas Qualification Assessment.....	2,739	2,997	2,016	2,062	2,083	2,104	2,125
5. Apprenticeship and Traineeship Administration and Regulation	12,697	11,489	9,957	10,180	10,281	10,384	10,488
6. Procurement of Training.....	532,914	488,831	475,355	476,863	427,042	424,087	421,687
7. Recruitment and Management of International Students	46,190	44,775	49,338	48,493	48,978	49,467	49,962
8. Infrastructure Management for TAFE Colleges	8,555	4,724	2,748	4,251	2,778	2,806	2,834
9. Support Services to TAFE Colleges	36,166	35,509	35,822	34,333	34,121	33,919	33,712
Total Cost of Services	671,424	623,771	609,782	611,368	560,820	558,659	557,060

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: A skilled workforce that meets the State's economic and community needs:					
Extent to which career and workforce development advice provided to clients results in employment or training outcomes	n/a	30%	60%	60%	1
Proportion of State nominated skilled migrants employed in priority occupations after arrival	n/a	40%	40%	40%	
Outcome: A flexible, responsive, innovative and quality training system:					
Proportion of delivery in training aligned with State priority occupations	50.7%	55%	63.8%	65%	
Proportion of graduates satisfied with the overall quality of training.....	89.2%	90%	87.9%	89%	

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

Explanation of Significant Movements

(Notes)

- The 2015-16 Estimated Actual is considerably higher than the 2015-16 Budget estimate. This is the first year that data have been collected for this indicator. The original target was based on the published key performance indicators of similar national and international services, and did not include career development outcomes which reflect one of the main functions of these services. Outcomes include clients entering employment, education or training, changing employment, or making a career decision, choice or plan as a direct result of receiving assistance.

Services and Key Efficiency Indicators

1. Workforce Planning and Development

The Department works closely with industry, the community and across government in gathering and analysing workforce data and intelligence to identify the State's workforce development and training priorities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 11,586	\$'000 12,898	\$'000 11,913	\$'000 12,357	
Less Income	137	13	41	43	
Net Cost of Service	11,449	12,885	11,872	12,314	
Employees (Full Time Equivalents) ^(a).....	33	38	40	39	
Efficiency Indicators					
Average Cost per Industry and Stakeholder Contact	\$3,846	\$4,341	\$2,768	\$2,319	1

(a) The Full Time Equivalents (FTEs) for the 2014-15 Actual reflects a number of vacant positions. The 2016-17 Budget Target reflects the approved establishment.

Explanation of Significant Movements

(Notes)

- The Average Cost per Industry and Stakeholder Contact in the 2015-16 Estimated Actual and 2016-17 Budget Target includes an increased scope of industry and stakeholder contacts. This is the first year that data have been collected for this indicator, and the original target was based on assumptions which did not include key training industry contacts relating to the training curriculum.

2. Development of Vocational Education and Training Policy and Programs

The Department develops policies and programs that promote the effective and efficient operation of the State's VET system. Policy and program development is aligned to the Department's strategic direction for workforce development and training including higher education and the school sector.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 7,561	\$'000 8,429	\$'000 8,182	\$'000 8,370	
Less Income.....	179	16	54	55	
Net Cost of Service.....	7,382	8,413	8,128	8,315	
Employees (Full Time Equivalents) ^(a)	43	51	48	48	
Efficiency Indicators					
Average Cost of Meeting Major Policy Milestones.....	\$31,244	\$42,146	\$34,090	\$41,850	1

(a) The FTEs for the 2014-15 Actual reflects a number of vacant positions. The 2016-17 Budget Target reflects the approved establishment.

Explanation of Significant Movements

(Notes)

- The Average Cost of Meeting Major Policy Milestones has reduced between the 2015-16 Budget and the 2015-16 Estimated Actual as a result of an increase in briefings relating to the research, policy development and implementation of reforms in 2015-16 at both State and National level. This is expected to moderate in 2016-17.

3. Career and Workforce Development Services

Career and workforce development services provide education and training information, and career guidance to the Western Australian community, as well as employment, training and mentoring services to Aboriginal people and communities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 13,016	\$'000 14,119	\$'000 14,451	\$'000 14,459	
Less Income.....	169	1,088	53	54	
Net Cost of Service.....	12,847	13,031	14,398	14,405	
Employees (Full Time Equivalents) ^(a)	38	45	44	43	
Efficiency Indicators					
Average Cost per Career and Workforce Development Centre Client Contact.....	\$189	\$221	\$213	\$220	

(a) The FTEs for the 2014-15 Actual reflects a number of vacant positions. The 2016-17 Budget Target reflects the approved establishment.

4. Skilled Migration, Including Overseas Qualification Assessment

Skilled migration, including overseas qualification assessment, assesses applications from intending skilled migrants who wish to migrate to Western Australia, and assesses post-secondary qualifications gained overseas for Western Australian residents. The service aims to facilitate skilled migration to Western Australia to supplement the local workforce and enable overseas trained residents to access education, training and employment through recognition of overseas qualifications.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 2,739	\$'000 2,997	\$'000 2,016	\$'000 2,062	
Less Income.....	772	647	525	537	
Net Cost of Service.....	1,967	2,350	1,491	1,525	
Employees (Full Time Equivalents).....	16	17	14	15	
Efficiency Indicators					
Average Cost to Administer Migration Applications and Overseas Qualification Assessments.....	\$616	\$576	\$375	\$383	1

Explanation of Significant Movements

(Notes)

- The Average Cost to Administer Migration Applications and Overseas Qualification Assessments has decreased between the 2015-16 Budget and the 2015-16 Estimated Actual, largely as a result of an increase in the number of skilled migration applications and overseas qualifications assessments.

5. Apprenticeship and Traineeship Administration and Regulation

Apprenticeship and traineeship administration and regulation includes registration of training contracts and administration of contract variations, educating participants on training contract and legislation requirements, dispute resolution and monitoring of legislative compliance.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 12,697	\$'000 11,489	\$'000 9,957	\$'000 10,180	
Less Income.....	344	79	141	144	
Net Cost of Service.....	12,353	11,410	9,816	10,036	
Employees (Full Time Equivalents).....	78	77	69	74	
Efficiency Indicators					
Average Cost per Active Training Contract.....	\$267	\$243	\$224	\$236	

6. Procurement of Training

Procurement of training comprises the purchasing of training delivery services from TAFE Colleges and private training providers in accordance with the State's priorities and the State Training Plan. The service is differentiated according to the major Future Skills WA funding categories.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	532,914	488,831	475,355	476,863	
Less Income.....	200,390	203,812	199,946	217,250	
Net Cost of Service.....	332,524	285,019	275,409	259,613	1
Employees (Full Time Equivalents)^(a).....	58	61	61	60	
Efficiency Indicators					1
Cost per Student Curriculum Hour:					
Diploma and Above.....	\$11.82	\$10.76	\$10.53	\$10.33	
Apprenticeships and Traineeships (Certificate IV and Below).....	\$15.21	\$14.04	\$13.78	\$13.53	
Priority Industry Training (Certificate I to Certificate IV).....	\$13.80	\$12.70	\$12.50	\$12.27	
General Industry Training (Certificate I to Certificate IV).....	\$15.81	\$14.64	\$14.99	\$14.71	
Foundation Skills Courses.....	\$17.05	\$15.60	\$16.47	\$16.17	

(a) The FTEs for the 2014-15 Actual reflects a number of vacant positions. The 2016-17 Budget Target reflects the approved establishment.

Explanation of Significant Movements

(Notes)

- The forecast decrease in the Cost per Student Curriculum Hour between the 2015-16 Estimated Actual and the 2016-17 Budget Target primarily reflects a change in the Government subsidy (Net Cost of Service) towards the cost of training under Future Skills WA.

7. Recruitment and Management of International Students

Recruitment and management of international students involves the marketing of Western Australian TAFE Colleges and public schools offshore and onshore, and the management of admissions, compliance and the welfare of international students according to relevant legislation.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	46,190	44,775	49,338	48,493	
Less Income.....	45,997	44,415	49,368	48,393	
Net Cost of Service.....	193	360	(30)	100	
Employees (Full Time Equivalents).....	40	40	39	40	
Efficiency Indicators					
Average Cost of Recruitment and Management per Full Time Equivalent International Student.....	\$1,280	\$1,550	\$1,701	\$1,802	

8. Infrastructure Management for TAFE Colleges

Infrastructure management for TAFE Colleges includes the maintenance, administration and strategic development of land and buildings used to deliver publicly funded training in campuses across the State.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 8,555	\$'000 4,724	\$'000 2,748	\$'000 4,251	
Less Income.....	69	11	15	6	
Net Cost of Service.....	8,486	4,713	2,733	4,245	
Employees (Full Time Equivalents).....	17	18	13	17	
Efficiency Indicators					
Average Cost to Administer Training Infrastructure per TAFE College ^(a)	\$617,719	\$663,302	\$500,167	\$511,676	1

(a) For comparative purposes the indicator has been revised to reflect the average cost for the five new TAFE Colleges created on 11 April 2016.

Explanation of Significant Movements

(Notes)

- The reduction in the Average Cost to Administer Training Infrastructure per TAFE College between the 2015-16 Budget and the 2015-16 Estimated Actual is largely due to vacant positions. The increase in the average cost for the 2016-17 Budget Target is largely due to the filling of these vacant positions.

9. Support Services to TAFE Colleges

Support services to TAFE Colleges include the supply, management and maintenance of information communication technology, finance and human resource services.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 36,166	\$'000 35,509	\$'000 35,822	\$'000 34,333	
Less Income.....	6,925	7,347	6,109	6,673	
Net Cost of Service.....	29,241	28,162	29,713	27,660	
Employees (Full Time Equivalents) ^(a)	178	219	182	205	
Efficiency Indicators					
Average Cost to Administer Support Services per TAFE College ^(b)	\$7,233,175	\$7,101,772	\$6,964,344	\$6,866,600	

(a) The FTEs for the 2014-15 Actual and the 2015-16 Estimated Actual reflects a number of vacant positions. The 2016-17 Budget Target FTEs reflects the approved establishment.

(b) For comparative purposes the indicator has been revised to reflect the average cost for the five new TAFE Colleges created on 11 April 2016.

Asset Investment Program

Works that are expected to be completed in 2016-17 include:

- the \$10.4 million Health and Allied Services Training Centre at the North Regional TAFE Pundulmurra campus;
- the \$9.5 million Centre of Specialisation for Electrical Instrumentation at the North Regional TAFE Karratha campus; and
- the \$2.8 million Central Regional TAFE Student Services Interactive Hub.

Works with estimated expenditure continuing in 2016-17 include:

- the \$13 million information and communications technology (ICT) Student Management System for the training sector;
- the \$14.4 million Specialist Engineering Training Centre at South Metropolitan TAFE's Australian Centre for Energy Process Training campus in Munster;
- the \$39.9 million multi-storey training centre for South Metropolitan TAFE's Murdoch campus;
- the \$6.3 million Training Records System and Quality Business System initiative; and
- the \$62.3 million Remedial Works Program which will be used for a range of essential projects to upgrade ageing infrastructure and better equip TAFE Colleges so that students and industry have access to contemporary and industry relevant training infrastructure.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
ICT Student Management System for the Training Sector.....	13,000	1,000	1,000	7,000	5,000	-	-
New Buildings and Additions at TAFE Colleges							
South Metropolitan TAFE							
Engineering Training Centre (Munster)	14,400	1,401	919	11,245	1,754	-	-
Murdoch Stage 4	39,915	12,889	9,964	26,335	691	-	-
Pilbara Education Partnership							
North Regional TAFE							
Electrical Instrumentation Centre of Specialisation (a)	9,500	5,927	4,575	3,573	-	-	-
Health and Allied Services Training Centre (a)	10,400	7,991	6,821	2,409	-	-	-
Regional Capital Works Initiative							
Central Regional TAFE - Student Services Interactive Hub (a)	2,755	900	900	1,855	-	-	-
Muresk Agricultural Skills Development (a)	850	400	400	225	225	-	-
Remedial Works Program	62,317	10,913	8,925	5,504	15,300	15,300	15,300
Training Record System and Quality Business System.....	6,300	4,957	1,246	1,343	-	-	-
COMPLETED WORKS							
New Buildings and Additions at TAFE Colleges							
South Regional TAFE							
Bunbury - Heavy Duty Automotive	16,000	16,000	378	-	-	-	-
Busselton Campus Upgrade	2,000	2,000	30	-	-	-	-
Regional Capital Works Initiative							
Goldfields Art Centre (a)	5,000	5,000	1,028	-	-	-	-
Skills Training Initiative							
Central Regional TAFE - Centre for Health Industries Training and Workforce Development (a)	16,770	16,770	794	-	-	-	-
Muresk Institute Upgrade (a)	4,707	4,707	1,932	-	-	-	-
North Regional TAFE - South Hedland and Karratha Campuses Upgrade and Expansion (a)	15,219	15,219	6,180	-	-	-	-
South Metropolitan TAFE - Peel Health and Community Training Centre (a)	5,879	5,879	340	-	-	-	-
South Regional TAFE - Community Services and Health Science Block (a)	5,764	5,764	377	-	-	-	-
Total Cost of Asset Investment Program.....	230,776	117,717	45,809	59,489	22,970	15,300	15,300
FUNDED BY							
Capital Appropriation			8,279	12,216	237	-	-
Commonwealth Grants			14,710	15,000	15,300	15,300	15,300
Internal Funds and Balances (b)			1,708	24,966	7,208	-	-
Drawdowns from Royalties for Regions Fund (c)			21,112	7,307	225	-	-
Total Funding.....			45,809	59,489	22,970	15,300	15,300

(a) Funded from the Royalties for Regions Fund.

(b) The increase in Internal Funds and Balances expenditure between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate reflects the revised cash flow of \$14 million in Commonwealth Grants funding received in 2015-16, relating to the South Metropolitan TAFE - Murdoch Stage 4 project.

(c) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The forecast \$50.5 million, or 8.3%, reduction in Total Cost of Services between the 2016-17 Budget Estimate and the 2017-18 Forward Estimate is largely due to the scheduled expiry of the Commonwealth National Partnership Agreement on Skills Reform in 2016-17.

Income

The forecast \$50.2 million, or 18.4%, reduction in total income between the 2016-17 Budget Estimate and the 2017-18 Forward Estimate is largely due to the scheduled expiry of the Commonwealth National Partnership Agreement on Skills Reform in 2016-17.

Statement of Financial Position

The \$21.3 million, or 81%, increase in cash assets between the 2015-16 Budget and the 2015-16 Estimated Actual largely reflects the revised timing of asset investment reflowed across 2016-17 and the forward estimates period.

The forecast \$42.5 million, or 46%, decrease in contributed equity between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate primarily reflects the transfer of completed capital works to the TAFE Colleges.

Statement of Cashflows

The forecast \$18.5 million, or 15.7%, decrease in cash assets at the end of the reporting period, between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate is primarily due to the purchase of fixed assets relating to asset investment.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	60,954	62,969	62,736	63,765	63,034	61,474	60,697
Grants and subsidies ^(c)	499,441	492,042	469,309	471,328	418,051	418,315	417,164
Supplies and services.....	37,117	25,904	29,523	30,262	32,496	30,892	30,707
Accommodation.....	7,727	7,048	7,048	7,048	7,118	7,133	7,309
Depreciation and amortisation.....	1,803	1,207	1,207	1,857	2,507	2,507	2,507
Other expenses.....	64,382	34,601	39,959	37,108	37,614	38,338	38,676
TOTAL COST OF SERVICES	671,424	623,771	609,782	611,368	560,820	558,659	557,060
Income							
Sale of goods and services.....	1,895	5,678	5,678	5,679	4,654	3,604	3,604
Grants and subsidies.....	200,695	203,225	199,049	216,792	166,432	169,925	174,343
Other revenue.....	52,392	48,525	51,525	50,684	51,874	52,924	52,924
Total Income	254,982	257,428	256,252	273,155	222,960	226,453	230,871
NET COST OF SERVICES	416,442	366,343	353,530	338,213	337,860	332,206	326,189
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	439,711	386,681	366,368	353,472	351,403	346,829	344,418
Resources received free of charge.....	1,642	294	294	294	294	294	294
Royalties for Regions Fund:							
Regional Community Services Fund.....	3,256	2,777	6,687	3,999	3,472	2,155	2,488
Regional Infrastructure and Headworks Fund.....	1,100	-	825	1,002	751	535	-
TOTAL INCOME FROM STATE GOVERNMENT	445,709	389,752	374,174	358,767	355,920	349,813	347,200
SURPLUS/(DEFICIENCY) FOR THE PERIOD	29,267	23,409	20,644	20,554	18,060	17,607	21,011

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

(b) The Full Time Equivalents for the 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 501, 510 and 541 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Contracts and Agreements for the Delivery of Training and Employment Services by TAFE Colleges, Private Training Providers and the Western Australian Academy of Performing Arts at Edith Cowan University. ...	495,637	484,749	462,016	463,958	410,868	411,052	409,901
Other Grants and Subsidies.....	3,804	7,293	7,293	7,370	7,183	7,263	7,263
TOTAL	499,441	492,042	469,309	471,328	418,051	418,315	417,164

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	41,040	26,270	47,609	18,342	8,182	4,778	10,489
Restricted cash	73,741	57,871	70,399	81,844	86,618	91,294	91,472
Receivables	7,797	10,620	7,797	7,797	7,797	7,797	7,797
Other.....	3,418	8,171	3,418	3,418	3,418	3,418	3,418
Total current assets	125,996	102,932	129,223	110,731	105,245	106,518	112,407
NON-CURRENT ASSETS							
Holding account receivables.....	35,810	37,017	37,017	38,874	41,381	43,888	46,395
Property, plant and equipment.....	76,708	94,428	87,705	77,258	48,120	48,120	46,913
Intangibles	3,798	9,000	4,798	10,148	13,848	12,548	11,248
Restricted cash	-	1,509	-	-	-	-	-
Other.....	847	280	847	847	847	847	847
Total non-current assets	117,163	142,234	130,367	127,127	104,196	105,403	105,403
TOTAL ASSETS	243,159	245,166	259,590	237,858	209,441	211,921	217,810
CURRENT LIABILITIES							
Employee provisions	9,569	10,513	9,569	9,569	9,569	9,569	9,569
Payables	1,441	3,337	1,441	1,441	1,441	1,441	1,441
Other.....	34,664	28,389	32,620	32,785	32,954	33,127	33,305
Total current liabilities	45,674	42,239	43,630	43,795	43,964	44,137	44,315
NON-CURRENT LIABILITIES							
Employee provisions	2,880	2,666	2,880	2,880	2,880	2,880	2,880
Other.....	35	32	35	35	35	35	35
Total non-current liabilities	2,915	2,698	2,915	2,915	2,915	2,915	2,915
TOTAL LIABILITIES.....	48,589	44,937	46,545	46,710	46,879	47,052	47,230
EQUITY							
Contributed equity	94,224	77,486	92,055	49,604	2,958	(12,342)	(27,642)
Accumulated surplus/(deficit).....	99,362	121,916	120,006	140,560	158,620	176,227	197,238
Reserves.....	984	827	984	984	984	984	984
Total equity	194,570	200,229	213,045	191,148	162,562	164,869	170,580
TOTAL LIABILITIES AND EQUITY	243,159	245,166	259,590	237,858	209,441	211,921	217,810

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

**STATEMENT OF CASHFLOWS ^(a)
(Controlled)**

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	438,504	385,474	365,161	351,615	348,896	344,322	341,911
Capital appropriation.....	1,474	8,279	8,279	12,216	237	-	-
Royalties for Regions Fund:							
Regional Community Services Fund.....	3,256	23,376	7,087	4,224	3,697	2,155	2,488
Regional Infrastructure and Headworks Fund.....	31,133	1,262	21,537	8,084	751	535	-
Net cash provided by State Government.....	474,367	418,391	402,064	376,139	353,581	347,012	344,399
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(56,246)	(63,761)	(64,780)	(63,600)	(62,865)	(61,301)	(60,519)
Grants and subsidies.....	(499,441)	(492,042)	(469,309)	(471,328)	(418,051)	(418,315)	(417,164)
Supplies and services.....	(36,121)	(23,879)	(27,498)	(28,211)	(30,410)	(28,736)	(28,551)
Accommodation.....	(7,804)	(7,048)	(7,048)	(7,048)	(7,118)	(7,133)	(7,309)
Other payments.....	(85,609)	(54,483)	(59,841)	(56,811)	(61,434)	(62,228)	(61,359)
Receipts ^(b)							
Grants and subsidies.....	205,271	203,225	199,049	216,792	166,432	169,925	174,343
Sale of goods and services.....	2,083	2,914	2,914	2,915	4,654	3,604	3,604
GST receipts.....	20,253	20,821	20,821	20,821	20,821	20,821	20,821
Other receipts.....	56,624	48,414	51,414	50,573	51,874	52,924	52,924
Net cash from operating activities.....	(400,990)	(365,839)	(354,278)	(335,897)	(336,097)	(330,439)	(323,210)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(50,328)	(66,321)	(45,809)	(59,489)	(22,970)	(15,300)	(15,300)
Net cash from investing activities.....	(50,328)	(66,321)	(45,809)	(59,489)	(22,970)	(15,300)	(15,300)
NET INCREASE/(DECREASE) IN CASH HELD.....							
	23,049	(13,769)	1,977	(19,247)	(5,486)	1,273	5,889
Cash assets at the beginning of the reporting period.....	90,374	98,169	114,781	118,008	99,516	94,030	95,303
Net cash transferred to/from other agencies.....	1,358	1,250	1,250	755	-	-	-
Cash assets at the end of the reporting period.....	114,781	85,650	118,008	99,516	94,030	95,303	101,192

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Capital	11,060	14,710	14,710	15,000	15,300	15,300	15,300
Commonwealth Recurrent	194,211	188,515	184,339	201,792	151,132	154,625	159,043
Sale of Goods and Services							
Sale of Goods and Services	2,083	2,914	2,914	2,915	4,654	3,604	3,604
GST Receipts							
GST Receipts	20,253	20,821	20,821	20,821	20,821	20,821	20,821
Other Receipts							
International Student Delivery	43,491	39,975	43,975	42,974	43,999	45,049	45,049
Interest Receipts	1,727	1,408	1,408	1,408	1,408	1,408	1,408
Other Receipts	11,406	7,031	6,031	6,191	6,467	6,467	6,467
TOTAL	284,231	275,374	274,198	291,101	243,781	247,274	251,692

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Temporary Worker (Skilled) Visa Holder (Subclass 457) Child School Fee	5,021	10,364	5,916	5,360	5,360	5,360	5,360
TOTAL ADMINISTERED INCOME ^(a)	5,021	10,364	5,916	5,360	5,360	5,360	5,360
EXPENSES							
Other							
Payments to the Consolidated Account	1,924	10,364	5,916	5,360	5,360	5,360	5,360
TOTAL ADMINISTERED EXPENSES	1,924	10,364	5,916	5,360	5,360	5,360	5,360

(a) The decrease in Total Administered Income between the 2015-16 Budget and the 2015-16 Estimated Actual reflects a reduction in forecasts for collected public school fees for dependents of subclass 457 visa holders by the Department of Education.

TAFE Colleges

Part 3 Deputy Premier; Minister for Police; Road Safety; Training and Workforce Development; Women's Interests

Asset Investment Program

The five TAFE Colleges^(a) are undertaking Asset Investment Programs (AIPs) in 2016-17 comprising various refurbishments and improvements to accommodation and infrastructure, as well as the replacement of equipment for training and minor works.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CENTRAL REGIONAL TAFE							
WORKS IN PROGRESS							
Asset Replacement Program.....	13,204	7,404	1,730	1,450	1,450	1,450	1,450
Total Cost of Asset Investment Program.....	13,204	7,404	1,730	1,450	1,450	1,450	1,450
NORTH METROPOLITAN TAFE							
WORKS IN PROGRESS							
Asset Replacement Program.....	27,129	17,519	3,660	2,680	2,630	2,350	2,450
McLarty Campus Remedial Works	2,576	2,186	1,946	390	-	-	-
COMPLETED WORKS							
Accommodation and Infrastructure							
Aberdeen Street Campus Frontage Renewal.....	1,244	1,244	431	-	-	-	-
NEW WORKS							
Critical Remedial Works and Refurbishment							
Aberdeen Street and Leederville Campuses.....	2,950	-	-	450	1,500	500	500
Total Cost of Asset Investment Program.....	33,899	20,949	6,037	3,520	4,130	2,850	2,950
NORTH REGIONAL TAFE							
WORKS IN PROGRESS							
Asset Replacement Program.....	4,003	1,403	328	650	650	650	650
COMPLETED WORKS							
Pundulmurra Campus Upgrade.....	11,388	11,388	366	-	-	-	-
Total Cost of Asset Investment Program.....	15,391	12,791	694	650	650	650	650
SOUTH METROPOLITAN TAFE							
WORKS IN PROGRESS							
Asset Replacement Program.....	27,540	17,240	2,019	2,458	2,587	2,625	2,630
COMPLETED WORKS							
Critical Remedial Works.....	2,101	2,101	2,101	-	-	-	-
Total Cost of Asset Investment Program.....	29,641	19,341	4,120	2,458	2,587	2,625	2,630
SOUTH REGIONAL TAFE							
WORKS IN PROGRESS							
Asset Replacement Program	5,482	1,359	847	1,150	1,051	961	961
Total Cost of Asset Investment Program.....	5,482	1,359	847	1,150	1,051	961	961
Total Cost of TAFE Colleges							
Asset Investment Program.....	97,617	61,844	13,428	9,228	9,868	8,536	8,641
FUNDED BY							
Internal Funds and Balances.....			13,428	9,228	9,868	8,536	8,641
Total Funding.....			13,428	9,228	9,868	8,536	8,641

(a) Prior to 11 April 2016, the public training sector comprised 11 State Training Providers. The table above represents consolidation of the AIPs of the former State Training Providers into their respective new TAFE entities.

Building and Construction Industry Training Board

Part 3 Deputy Premier; Minister for Police; Road Safety; Training and Workforce Development; Women's Interests

Asset Investment Program

The Asset Investment Program (AIP) for 2016-17 comprises the completion of construction of the Career Information Centre (CIC) and office accommodation project.

The CIC project will be a school excursion venue incorporating interactive displays of building techniques and processes, plant simulators, and try-a-trade activities, as well as lecture space. The CIC will support the Board's career information and promotion functions to aid students' decision making on school-based vocational education and training and subsequent training and employment pathways.

The AIP is fully funded by the Board's internal cash balances.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Career Information Centre.....	8,700	6,100	6,100	2,600	-	-	-
Total Cost of Asset Investment Program.....	8,700	6,100	6,100	2,600	-	-	-
FUNDED BY							
Internal Funds and Balances.....			6,100	2,600	-	-	-
Total Funding.....			6,100	2,600	-	-	-

Part 4

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

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Regional Development			
	– Delivery of Services.....	3,763	7,092	6,435
	Total.....	3,763	7,092	6,435
	Gascoyne Development Commission			
	– Delivery of Services.....	256	256	261
	Total.....	256	256	261
	Goldfields-Esperance Development Commission			
	– Delivery of Services.....	230	230	235
	Total.....	230	230	235
	Great Southern Development Commission			
	– Delivery of Services.....	224	224	228
	Total.....	224	224	228
	Kimberley Development Commission			
	– Delivery of Services.....	263	263	268
	Total.....	263	263	268
	Mid West Development Commission			
	– Delivery of Services.....	238	238	243
	Total.....	238	238	243
	Peel Development Commission			
	– Delivery of Services.....	224	224	228
	Total.....	224	224	228

Part 4

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

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Pilbara Development Commission			
	– Delivery of Services.....	371	371	267
	Total.....	371	371	267
	South West Development Commission			
	– Delivery of Services.....	219	219	224
	Total.....	219	219	224
	Wheatbelt Development Commission			
	– Delivery of Services.....	224	224	228
	Total.....	224	224	228
	Lands			
	– Delivery of Services.....	38,941	47,702	48,099
	– Administered Grants, Subsidies and Other Transfer Payments...	-	-	2,000
	– Capital Appropriation.....	3,456	3,456	2,588
	Total.....	42,397	51,158	52,687
	Western Australian Land Information Authority			
	– Delivery of Services.....	29,544	29,579	31,366
	Total.....	29,544	29,579	31,366
	GRAND TOTAL			
	– Delivery of Services.....	74,497	86,622	88,082
	– Administered Grants, Subsidies and Other Transfer Payments...	-	-	2,000
	– Capital Appropriation.....	3,456	3,456	2,588
	Total	77,953	90,078	92,670

Division 12 Regional Development

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 15 Net amount appropriated to deliver services	7,045	3,472	6,834	6,171	6,541	2,863	2,647
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	287	291	258	264	270	276	283
Total appropriations provided to deliver services.....	7,332	3,763	7,092	6,435	6,811	3,139	2,930
TOTAL APPROPRIATIONS	7,332	3,763	7,092	6,435	6,811	3,139	2,930
EXPENSES							
Total Cost of Services.....	245,601	254,366	171,243	90,304	103,651	79,162	65,334
Net Cost of Services (a)	235,274	249,488	166,365	86,895	101,106	76,708	63,262
CASH ASSETS (b)	24,399	126,382	23,617	13,996	12,173	12,478	12,486

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Oracle Financial System Service Fee.....	83	85	87	89	92
Regional Services Reform Unit	5,728	7,727	7,773	-	-
Revised 1.5% Public Sector Wages Policy	-	(10)	(182)	(323)	(8)
Revisions to Own Source Revenue Estimates.....	-	(1,049)	(1,082)	(1,165)	1,155
Seabird Beach Erosion Project.....	2,000	-	-	-	-

Significant Issues Impacting the Agency

- Ongoing structural changes to the Western Australian economy reinforce the importance of a coordinated and focused regional development effort. The Department will focus on establishing the socio-economic foundations for development and driving growth and new investment in the regions.
- Regional Western Australia has significant opportunities for growth over the long-term, driven primarily by productivity, population and economic growth in global markets, particularly in Asia.

- In partnership with the State’s nine Regional Development Commissions, the Department will continue to reform and strengthen the State’s regional development strategy and operating model to maximise the impact from the portfolio’s effort and investment, including through Royalties for Regions.
- The Department will continue to lead the Government’s cross-agency effort to improve remote service delivery, particularly in relation to remote Aboriginal communities, and will seek to ensure that Aboriginal people are increasingly able to contribute to and benefit from the development of regional opportunities.
- The State’s key regional centres are well placed to capitalise on population and economic growth opportunities. The Department will continue to lead the development of a network of competitive regional centres through the next phase of the Regional Centres Development plan.
- Through the Seizing the Opportunity Agriculture Initiative, the Department will continue to work across government to capture opportunities for Western Australian agriculture from the economic growth of Asia and growing demand in Asian countries for high quality food products.
- The Department will support the implementation of the nine Regional Investment Blueprints by identifying and coordinating the development of priority State-level programs and by assisting the Regional Development Commissions to progress priority region-specific initiatives.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Regional Investment	233,924	175,513	99,321	52,376	60,118	45,914	37,894
2. Regional Policy	11,677	78,853	71,922	37,928	43,533	33,248	27,440
Total Cost of Services	245,601	254,366	171,243	90,304	103,651	79,162	65,334

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Increased capacity of regional communities to develop economic growth and social well-being:					
Client satisfaction with regional development services.....	90%	85%	85%	85%	

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

Services and Key Efficiency Indicators**1. Regional Investment**

Identify investment in infrastructure and services in regional communities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 233,924	\$'000 175,513	\$'000 99,321	\$'000 52,376	1
Less Income.....	8,089	3,366	2,829	1,977	
Net Cost of Service.....	225,835	172,147	96,492	50,399	
Employees (Full Time Equivalents).....	112	112	99	99	
Efficiency Indicators					
Average Cost per Funded Initiative Administered.....	\$17,538	\$22,429	\$19,488	\$19,564	
Average Internal Cost per Satellite Site Supported.....	\$3,368	\$4,343	\$4,269	\$4,232	

Explanation of Significant Movements

(Notes)

- The decrease in the Total Cost of Service between the 2015-16 Estimated Actual and the 2015-16 Budget is mainly attributable to the implementation of accounting policy, which separates expenditure directly attributable to the Department and moving other expenditure to Administered pending Cabinet approval of projects before being transferred to agencies.

The decrease in the Total Cost of Service between the 2015-16 Estimated Actual and the 2016-17 Budget Target is mainly attributable to the expenditure on projects that have been recashflowed across the forward estimates.

2. Regional Policy

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 11,677	\$'000 78,853	\$'000 71,922	\$'000 37,928	1
Less Income.....	2,238	1,512	2,049	1,432	
Net Cost of Service.....	9,439	77,341	69,873	36,496	
Employees (Full Time Equivalents).....	50	50	73	73	2
Efficiency Indicators					
Average Cost per Item of Written Advice Requiring Minister's Attention.....	\$5,657	\$6,448	\$9,561	\$12,674	3

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service between the 2015-16 Estimated Actual and the 2016-17 Budget Target is mainly attributable to the expenditure on projects that have been recashflowed across the forward estimates.
2. The increase in Employees (Full Time Equivalents) between the 2015-16 Estimated Actual and the 2015-16 Budget is mainly attributable to the establishment of the Regional Services Reform Unit.
3. The Efficiency Indicator has increased between the 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target due to the increase in funding relating to the establishment of the Regional Services Reform Unit.

Asset Investment Program

The majority of the Asset Investment Program relates to the implementation of the Royalties for Regions projects.

Commencing in 2016-17, a total of \$169 million over four years will be provided for the Growing Our South initiatives and a further \$369 million will be invested over three years from 2017-18 onwards in the State-wide Regional Blueprint Initiative Provision.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Information and Communications Technology							
Infrastructure from Department of Lands.....	673	323	-	350	-	-	-
NEW WORKS							
Bunbury to Albany Gas Pipeline.....	12,530	-	-	-	-	12,530	-
Coral Bay Seasonal Staff Accommodation	387	-	-	387	-	-	-
Growing Our South Initiative Provision	168,955	-	-	205	2,813	115,717	50,220
Pilbara Cities Strategic Infrastructure	3,988	-	-	-	2,624	1,364	-
State-wide Regional Blueprint Initiative Provision	369,087	-	-	-	35,237	150,174	183,676
Total Cost of Asset Investment Program.....	555,620	323	-	942	40,674	279,785	233,896
FUNDED BY							
Administered Funds			-	205	40,674	267,255	233,896
Internal Funds and Balances.....			-	350	-	-	-
Drawdowns from Royalties for Regions Fund ^(a)			-	387	-	12,530	-
Total Funding.....			-	942	40,674	279,785	233,896

(a) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The 2015-16 Estimated Actual for the Total Cost of Services has decreased by \$91 million from the 2015-16 Budget. This decrease predominantly relates to the implementation of accounting policy, which separates expenditure directly attributable to the Department and moving other expenditure to Administered, pending Cabinet approval of projects before being transferred to agencies.

Income

The 2015-16 Estimated Actual for the total income from State Government has decreased by \$86 million from the 2015-16 Budget. This decrease predominantly relates to the implementation of accounting policy, which separates expenditure directly attributable to the Department and moving other expenditure to Administered, pending Cabinet approval of projects before being transferred to agencies.

Statement of Financial Position

The 2015-16 Estimated Actual for total non-current assets has decreased by \$25 million from the 2015-16 Budget. This decrease predominantly relates to the implementation of accounting policy, which separates expenditure directly attributable to the Department and moving other expenditure to Administered, pending Cabinet approval of projects before being transferred to agencies.

Statement of Cashflows

The 2015-16 Estimated Actual for net cash from operating activities has decreased by \$96 million from the 2015-16 Budget. This decrease predominantly relates to the implementation of accounting policy, which separates expenditure directly attributable to the Department and moving other expenditure to Administered, pending Cabinet approval of projects before being transferred to agencies.

The 2015-16 Estimated Actual for net cash from investing activities has decreased by \$25 million from the 2015-16 Budget. This decrease predominantly relates to the implementation of accounting policy, which separates expenditure directly attributable to the Department and moving other expenditure to Administered, pending Cabinet approval of projects before being transferred to agencies.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	18,252	17,581	21,228	20,363	19,966	16,215	16,552
Grants and subsidies ^(c)	195,272	200,169	108,479	35,584	53,797	37,799	24,056
Supplies and services	22,006	28,845	30,323	27,267	22,476	18,128	19,051
Accommodation	2,288	1,567	1,567	1,606	2,333	1,687	1,704
Depreciation and amortisation	3,802	3,417	3,417	2,654	2,608	2,774	2,555
Other expenses.....	3,981	2,787	6,229	2,830	2,471	2,559	1,416
TOTAL COST OF SERVICES	245,601	254,366	171,243	90,304	103,651	79,162	65,334
Income							
Grants and subsidies.....	1,725	784	784	380	30	30	-
Other revenue	8,602	4,094	4,094	3,029	2,515	2,424	2,072
Total Income.....	10,327	4,878	4,878	3,409	2,545	2,454	2,072
NET COST OF SERVICES	235,274	249,488	166,365	86,895	101,106	76,708	63,262
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	7,332	3,763	7,092	6,435	6,811	3,139	2,930
Resources received free of charge	529	205	205	205	205	205	205
Royalties for Regions Fund:							
Country Local Government Fund	50,367	1,000	3,356	-	-	-	-
Regional Community Services Fund	24,361	76,617	15,843	34,029	59,618	42,164	35,462
Regional Infrastructure and Headworks Fund	128,439	123,336	102,181	12,406	7,600	9,717	2,594
Regional and State-wide Initiatives	25,420	37,428	27,055	24,323	25,094	21,890	22,079
TOTAL INCOME FROM STATE GOVERNMENT	236,448	242,349	155,732	77,398	99,328	77,115	63,270
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	1,174	(7,139)	(10,633)	(9,497)	(1,778)	407	8

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 162, 172 and 172 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Royalties for Regions							
Aboriginal Initiatives	2,193	3,644	3,179	3,935	2,323	-	-
Action Agenda Projects	3,547	-	-	-	-	-	-
Community Resource Centres.....	1,616	-	-	-	-	-	-
Country Local Government Fund.....	51,049	-	1,000	-	-	-	-
Gascoyne Revitalisation Plan	29,531	6,383	2,870	283	-	-	-
Goldfield Esperance Revitalisation	-	20,000	6,400	3,300	-	-	-
Growing Our South.....	76,764	22,699	76,565	2,500	2,500	4,635	2,594
Mid West Investment Plan	7,602	30,692	5,625	62	-	-	-
Pilbara Cities Initiative.....	9,998	31,962	8,462	6,410	5,000	5,000	-
Regional Capital Works Initiative	2,614	-	-	-	-	-	-
Regional Community Programs and Schemes	-	834	792	6,354	4,004	3,004	3,004
Regional Grant Scheme	4,121	-	-	-	-	-	-
Regional Health Programs.....	2,500	-	-	-	-	-	-
Regional Infrastructure Projects.....	-	1,000	2,050	-	-	-	-
Regional Strategic Projects Grants.....	1,662	9,099	864	-	-	-	-
Seizing the Opportunity Agriculture.....	-	52,401	672	12,740	39,970	25,160	18,458
State-wide Regional Blueprint Initiatives	-	7,000	-	-	-	-	-
West Kimberley Revitalisation	-	10,000	-	-	-	-	-
Other Minor Grants and Subsidies	2,075	4,455	-	-	-	-	-
TOTAL	195,272	200,169	108,479	35,584	53,797	37,799	24,056

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Restricted cash	24,399	125,891	23,615	13,993	12,169	12,492	12,500
Receivables	10,846	4,671	846	846	846	846	846
Other.....	2,817	3,339	2,817	2,817	2,817	2,817	2,541
Total current assets	38,062	133,901	27,278	17,656	15,832	16,155	15,887
NON-CURRENT ASSETS							
Holding account receivables.....	4,951	8,322	8,322	10,930	13,538	16,312	18,867
Property, plant and equipment.....	22,434	44,694	19,748	17,831	15,223	24,979	22,424
Intangibles	4,562	-	3,799	3,799	3,799	3,799	3,799
Restricted cash	-	455	-	-	-	-	-
Other.....	10,278	7,860	7,860	5,442	3,024	605	-
Total non-current assets	42,225	61,331	39,729	38,002	35,584	45,695	45,090
TOTAL ASSETS	80,287	195,232	67,007	55,658	51,416	61,850	60,977
CURRENT LIABILITIES							
Employee provisions	3,617	3,514	3,617	3,617	3,617	3,617	3,617
Payables.....	1,353	419	1,528	1,704	1,704	1,704	1,704
Other.....	3,083	3,218	2,678	2,731	2,789	2,789	2,789
Total current liabilities	8,053	7,151	7,823	8,052	8,110	8,110	8,110
NON-CURRENT LIABILITIES							
Employee provisions	1,168	1,015	1,168	1,168	1,168	1,168	1,168
Borrowings.....	10,737	8,292	8,338	5,888	3,384	881	-
Other.....	8	8	8	8	8	8	8
Total non-current liabilities	11,913	9,315	9,514	7,064	4,560	2,057	1,176
TOTAL LIABILITIES	19,966	16,466	17,337	15,116	12,670	10,167	9,286
EQUITY							
Contributed equity	63,351	172,163	63,333	63,702	63,684	76,214	76,214
Accumulated surplus/(deficit).....	(3,030)	6,603	(13,663)	(23,160)	(24,938)	(24,531)	(24,523)
Total equity	60,321	178,766	49,670	40,542	38,746	51,683	51,691
TOTAL LIABILITIES AND EQUITY	80,287	195,232	67,007	55,658	51,416	61,850	60,977

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	3,809	392	3,721	3,827	4,203	365	375
Royalties for Regions Fund:							
Country Local Government Fund	50,367	51,000	3,356	-	-	-	-
Regional Community Services Fund	24,361	76,617	15,843	34,029	59,618	42,164	35,462
Regional Infrastructure and Headworks Fund	128,439	142,315	102,181	12,793	7,600	22,247	2,594
Regional and State-wide Initiatives	25,420	43,428	27,055	24,323	25,094	21,890	22,079
Net cash provided by State Government.....	232,396	313,752	152,156	74,972	96,515	86,666	60,510
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(17,671)	(17,552)	(21,365)	(19,988)	(19,966)	(16,203)	(16,552)
Grants and subsidies.....	(195,272)	(200,169)	(108,479)	(35,584)	(53,797)	(37,799)	(24,056)
Supplies and services	(21,250)	(27,478)	(29,260)	(26,378)	(22,043)	(17,722)	(18,472)
Accommodation	(1,932)	(1,930)	(1,930)	(1,874)	(2,333)	(1,687)	(1,704)
Other payments.....	(23,973)	(13,615)	(3,698)	(13,731)	(12,721)	(13,182)	(1,473)
Receipts ^(b)							
Grants and subsidies.....	1,725	784	784	380	30	30	-
GST receipts.....	15,336	10,870	10,870	10,821	10,440	10,700	-
Other receipts	6,051	3,499	3,499	2,498	2,052	2,032	1,755
Net cash from operating activities	(236,986)	(245,591)	(149,579)	(83,856)	(98,338)	(73,831)	(60,502)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(2,067)	(24,979)	-	(737)	-	(12,530)	-
Net cash from investing activities.....	(2,067)	(24,979)	-	(737)	-	(12,530)	-
NET INCREASE/(DECREASE) IN CASH HELD							
	(6,657)	43,182	2,577	(9,621)	(1,823)	305	8
Cash assets at the beginning of the reporting period	31,056	83,200	24,399	23,617	13,996	12,173	12,478
Net cash transferred to/from other agencies....	-	-	(3,359)	-	-	-	-
Cash assets at the end of the reporting period	24,399	126,382	23,617	13,996	12,173	12,478	12,486

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Funds Provided By the Commonwealth							
Government	1,725	784	784	380	30	30	-
GST Receipts							
GST Input Credits	15,336	10,870	10,870	10,821	10,440	10,700	-
Other Receipts							
Other Receipts	6,051	3,499	3,499	2,498	2,052	2,032	1,755
TOTAL	23,112	15,153	15,153	13,699	12,522	12,762	1,755

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

DETAILS OF ADMINISTERED TRANSACTIONS ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Administered Income	-	-	39,921	38,949	104,711	321,942	341,193
TOTAL ADMINISTERED INCOME	-	-	39,921	38,949	104,711	321,942	341,193
EXPENSES							
Other							
Administered Expenses	-	-	39,921	38,949	104,711	321,942	341,193
TOTAL ADMINISTERED EXPENSES	-	-	39,921	38,949	104,711	321,942	341,193

(a) Royalty for Regions funds held pending identification and Government approval of projects before being transferred to agencies.

DETAILS OF ADMINISTERED STATEMENT OF FINANCIAL POSITION

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Regional Reform Fund Special Purpose Account	50,000	100,000	100,000	100,000	150,000	150,000	150,000
TOTAL ADMINISTERED CURRENT ASSETS	50,000	100,000	100,000	100,000	150,000	150,000	150,000

Royalties for Regions – Regional and State-wide Initiatives

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

Asset Investment Program

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

The overall RfR program comprises three specific-purpose funds:

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

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

At the time of finalisation of these Budget Papers, approximately 90% of overall RfR expenditure is allocated to specific projects. The remaining 10% (\$465.4 million over five years), comprising \$132.8 million in asset investment spending (detailed below) and \$332.6 million in recurrent expenditure, has been reserved for a number of strategic projects currently under development. Although these amounts have not been allocated to specific agencies, the financial impact of the funding and spending has been incorporated in whole-of-government finances as detailed below.

In addition, the total RfR program includes a ‘underspend provision’ for unforeseen slippages in the very large spending program. This allows individual project budgets to exceed the approved expenditure limit, while planning for traditional underspends due to such things as delays in project approvals, resourcing issues and contractual delays.

Responsible cashflow management will be undertaken to ensure the approved expenditure limit is not breached, including an annual review of the appropriateness of the Asset Investment Program.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
NEW WORKS							
RfR - Regional and State-wide Initiatives.....	132,818	-	-	-	23,050	624	109,144
Asset Investment Underspend Provision ^(a)	(332,420)	-	(50,696)	(71,949)	(74,001)	(69,162)	(66,612)
Total Cost of Asset Investment Program.....		-	(50,696)	(71,949)	(50,591)	(68,538)	42,532
FUNDED BY							
Drawdowns from Royalties for Regions Fund.....			(50,696)	(71,949)	(50,591)	(68,538)	42,532
Total Funding.....			(50,696)	(71,949)	(50,591)	(68,538)	42,532

(a) Recurrent underspend provision of \$506 million across the forward estimates is not included in the above table.

Division 13 Gascoyne Development Commission

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 16 Net amount appropriated to deliver services	1	1	1	1	1	1	1
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	250	255	255	260	265	270	275
Total appropriations provided to deliver services.....	251	256	256	261	266	271	276
TOTAL APPROPRIATIONS	251	256	256	261	266	271	276
EXPENSES							
Total Cost of Services.....	3,492	3,163	3,536	3,817	3,845	3,819	2,519
Net Cost of Services ^(a)	3,376	3,083	3,308	3,737	3,781	3,819	2,519
CASH ASSETS ^(b)	1,117	1,071	957	949	965	995	995

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	(1)	(15)	(29)	-
Royalties for Regions					
Community Chest Grant Scheme.....	278	277	278	278	-
Regional Grant Scheme.....	-	1,111	1,111	1,111	-

Significant Issues Impacting the Agency

- The Commission published its Gascoyne Regional Investment Blueprint (the Blueprint), which was launched in November 2015. The Blueprint will assist in guiding the planned, collaborative and prioritised development of the Gascoyne and enable the Commission to play a leadership and facilitation role with government, community and industry. The aspirational goals outlined in the Blueprint are already providing strong guidance for investment in the region, including the assessment of grant applications and the development of business cases for government and private investment. The Royalties for Regions (RfR) Gascoyne Revitalisation funding of \$150 million has now been expended and the Blueprint provides guidance for similar visionary development opportunities.

- Already the highest value industry in the region at about \$246 million annually, the tourism industry will grow further with the implementation of the key strategies and recommendations from the Gascoyne Regional Tourism strategy. The Commission has successfully established the Gascoyne Tourism Board and provided funding to the Board to employ a tourism development officer with operating funds to focus on growing Gascoyne tourism. The Commission has a number of leadership roles on the Board.
- Connectivity through the vast Gascoyne region is a challenge being addressed by cross-regional partnerships with other Commissions, Department of Parks and Wildlife and the private sector.
- A number of specific initiatives such as the expansion of the Exmouth Boat Harbour, the development of the Denham Foreshore and the completion of the Carnarvon Fascine will contribute to the region's higher profile in tourism. Infrastructure improvements are critical to supporting tourism events such as the 400-year Dirk Hartog landing celebrations in Shark Bay.
- The Carnarvon Horticultural District is set for a major expansion with about 30% more land and water to be released to market through the Department of Agriculture and Food's Gascoyne Food Bowl Initiative. The expansion is potentially transformational for the horticulture industry because its increased scale will provide export and new supply chain developments. The Commission is actively seeking innovative ways to maximise the value of primary production through value adding and collaboration with the Gascoyne Food Council and related entities.
- The ability to provide appropriate aged care facilities in the Gascoyne region remains a priority and the Commission will be working with key stakeholders, particularly local government to plan for and establish aged care facilities in the Gascoyne region, initially Carnarvon.
- The downturn in the mining industry is a significant challenge for the region with the private sector reducing its workforce in the salt industry. This highlights the importance of promoting growth in the tourism and agriculture sectors which are identified in the Blueprint as the most prospective sectors for growth.
- Aboriginal employment is an important challenge in the region and the Commission will focus on addressing the issue by engaging with the aboriginal community and developing business initiatives that are culturally appropriate.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Regional Development	3,492	3,163	3,536	3,817	3,845	3,819	2,519
Total Cost of Services	3,492	3,163	3,536	3,817	3,845	3,819	2,519

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: An environment conducive to the balanced economic and social development of the Gascoyne region:					
The Commission is effective and makes a positive contribution to the economic and social development of the Gascoyne region	98%	93%	93%	93%	

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

Services and Key Efficiency Indicators

1. Regional Development

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

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 3,492	\$'000 3,163	\$'000 3,536	\$'000 3,817	
Less Income	116	80	228	80	
Net Cost of Service	3,376	3,083	3,308	3,737	
Employees (Full Time Equivalents).....	12	13	11	12	
Efficiency Indicators					
Cost per Project Hour.....	\$108	\$115	\$107	\$104	

Financial Statements

Income Statement

Expenses

Grants and subsidies expense will increase by \$647,000 in the 2016-17 Budget Estimate when compared to the 2015-16 Estimated Actual mainly due to increased expenditure under the Regional Grant Scheme.

Income

The income from State Government will increase by \$658,000 in the 2016-17 Budget Estimate when compared to the 2015-16 Estimated Actual mainly due to additional RfR funding provided for the Regional Grant Scheme.

Statement of Cashflows

Grants and subsidies payments will increase by \$619,000 in the 2016-17 Budget Estimate when compared to the 2015-16 Estimated Actual mainly due to increased payments related to the Regional Grant Scheme.

Income

The net cash provided by State Government will increase by \$581,000 in the 2016-17 Budget Estimate when compared to the 2015-16 Estimated Actual mainly due to additional RfR funding provided for the Regional Grant Scheme.

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	1,468	1,870	1,869	1,861	1,909	1,877	1,897
Grants and subsidies ^(c)	1,025	491	769	1,416	1,389	1,389	-
Supplies and services	675	410	506	126	132	135	175
Accommodation	155	193	193	203	213	219	219
Depreciation and amortisation	5	-	-	-	-	-	-
Other expenses.....	164	199	199	211	202	199	228
TOTAL COST OF SERVICES	3,492	3,163	3,536	3,817	3,845	3,819	2,519
Income							
Grants and subsidies.....	-	-	148	-	-	-	-
Other revenue	116	80	80	80	64	-	-
Total Income.....	116	80	228	80	64	-	-
NET COST OF SERVICES	3,376	3,083	3,308	3,737	3,781	3,819	2,519
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	251	256	256	261	266	271	276
Resources received free of charge	11	7	7	7	7	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	1,373	868	1,067	1,421	1,423	1,424	36
Regional and State-wide Initiatives	1,905	1,966	1,818	2,039	2,100	2,153	2,207
TOTAL INCOME FROM STATE GOVERNMENT	3,540	3,097	3,148	3,728	3,796	3,848	2,519
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	164	14	(160)	(9)	15	29	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 12, 11 and 12 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Royalties for Regions							
Community Chest Grant Scheme.....	-	-	278	277	278	278	-
Regional Grant Scheme.....	1,025	491	491	1,139	1,111	1,111	-
TOTAL	1,025	491	769	1,416	1,389	1,389	-

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	1,117	1,069	948	939	955	985	985
Restricted cash	-	2	9	10	10	10	10
Holding account receivables.....	34	34	34	34	34	34	34
Receivables	89	26	95	97	110	123	123
Total current assets	1,240	1,131	1,086	1,080	1,109	1,152	1,152
NON-CURRENT ASSETS							
Holding account receivables.....	1	1	1	1	1	1	1
Property, plant and equipment	5	9	5	5	5	5	5
Total non-current assets	6	10	6	6	6	6	6
TOTAL ASSETS	1,246	1,141	1,092	1,086	1,115	1,158	1,158
CURRENT LIABILITIES							
Employee provisions	274	368	274	271	271	271	271
Payables	20	6	26	32	46	60	60
Other.....	79	53	79	79	79	79	79
Total current liabilities	373	427	379	382	396	410	410
NON-CURRENT LIABILITIES							
Employee provisions	38	43	38	38	38	38	38
Total non-current liabilities	38	43	38	38	38	38	38
TOTAL LIABILITIES.....	411	470	417	420	434	448	448
EQUITY							
Contributed equity	90	90	90	90	90	90	90
Accumulated surplus/(deficit).....	745	581	585	576	591	620	620
Total equity	835	671	675	666	681	710	710
TOTAL LIABILITIES AND EQUITY	1,246	1,141	1,092	1,086	1,115	1,158	1,158

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	251	256	256	261	266	271	276
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,373	868	1,067	1,421	1,423	1,424	36
Regional and State-wide Initiatives.....	1,905	1,966	1,818	2,040	2,101	2,154	2,207
Net cash provided by State Government.....	3,529	3,090	3,141	3,722	3,790	3,849	2,519
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,570)	(1,981)	(1,980)	(1,983)	(1,759)	(1,723)	(1,743)
Grants and subsidies.....	(1,025)	(491)	(769)	(1,388)	(1,389)	(1,389)	-
Supplies and services.....	(507)	(363)	(459)	(110)	(120)	(123)	(163)
Accommodation.....	(147)	(193)	(193)	(203)	(73)	(75)	(75)
Other payments.....	(384)	(196)	(196)	(194)	(497)	(509)	(538)
Receipts							
Grants and subsidies.....	-	-	148	-	-	-	-
GST receipts.....	133	68	68	68	-	-	-
Other receipts.....	26	80	80	80	64	-	-
Net cash from operating activities.....	(3,474)	(3,076)	(3,301)	(3,730)	(3,774)	(3,819)	(2,519)
NET INCREASE/(DECREASE) IN CASH HELD.....	55	14	(160)	(8)	16	30	-
Cash assets at the beginning of the reporting period.....	1,062	1,057	1,117	957	949	965	995
Cash assets at the end of the reporting period.....	1,117	1,071	957	949	965	995	995

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

Division 14 Goldfields-Esperance Development
Commission

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 17 Net amount appropriated to deliver services	1	1	1	1	1	1	1
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	224	229	229	234	239	243	249
Total appropriations provided to deliver services.....	225	230	230	235	240	244	250
TOTAL APPROPRIATIONS	225	230	230	235	240	244	250
EXPENSES							
Total Cost of Services.....	3,085	2,687	4,326	4,737	4,639	4,092	2,428
Net Cost of Services ^(a)	3,067	2,687	4,326	4,737	4,639	4,092	2,428
CASH ASSETS ^(b)	1,969	1,487	439	441	460	496	496

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	(1)	(18)	(36)	-
Royalties for Regions					
Community Chest Grant Scheme.....	18	555	278	278	-
Goldfields-Esperance Revitalisation Unit.....	380	955	955	370	-
Regional Grant Scheme.....	135	1,111	1,111	1,111	-

Significant Issues Impacting the Agency

- Following release of the Regional Investment Blueprint, the Commission is working with key government agencies to investigate improved service delivery models that aim to achieve efficiencies and improve services in the region.
- The current downturn in the mining industry and associated support industries has had a significant impact, further emphasising the need to develop strategies to broaden the economic base of the region.
- The Commission continues to work with the Department of Commerce on improving regional mobile telecommunications, particularly in the South East agricultural sub-region.
- The drift of transient population to access services in regional centres necessitating the development of short-term accommodation remains a challenge for the region.
- The Commission continues to work with the Department of Regional Development and stakeholders to progress priority projects that have been identified through the Goldfields-Esperance Revitalisation Fund.
- As part of the Regional Centres Development Plan, a State Government initiative, the Commission is working with the City of Kalgoorlie-Boulder, the Western Australian Land Authority (LandCorp), the Department of Planning and the Department of Regional Development to develop a Growth Plan for Kalgoorlie-Boulder.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Facilitation of the Provision of Appropriate Infrastructure and Industry Services.....	1,851	1,612	2,596	2,842	2,783	2,455	1,457
2. Promotion of Region and its Investment Opportunities.....	1,234	1,075	1,730	1,895	1,856	1,637	971
Total Cost of Services	3,085	2,687	4,326	4,737	4,639	4,092	2,428

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: An environment which is conducive to the balanced economic and social development of the Goldfields-Esperance region:					
Client satisfaction with the provision of an environment conducive to the balanced economic and social development of the Goldfields-Esperance region.....	75%	75%	75%	75%	

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

Services and Key Efficiency Indicators**1. Facilitation of the Provision of Appropriate Infrastructure and Industry Services**

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,851	\$'000 1,612	\$'000 2,596	\$'000 2,842	1
Less Income.....	11	-	-	-	
Net Cost of Service.....	1,840	1,612	2,596	2,842	
Employees (Full Time Equivalents).....	4	4	7	7	2
Efficiency Indicators					
Average Cost per Chargeable Hour	\$88	\$88	\$88	\$93	3

Explanation of Significant Movements

(Notes)

1. The increase in the 2015-16 Estimated Actual Total Cost of Service is mainly due to the portion of expenditure on the Goldfield-Esperance Revitalisation Unit, Regional Grant Scheme and the return of \$1.1 million to the Consolidated Account being attributed to the service.
2. The number of Full Time Equivalents (FTEs) has increased for the 2015-16 and 2016-17 years due to an additional allocation to administer the Goldfields-Esperance Revitalisation Fund and provide additional management and administrative support leading into implementation of the Regional Development Portfolio Reform Process.
3. The anticipated Average Cost per Chargeable Hour in the 2016-17 Budget Target will increase to \$93 due to an increase in the number of service hours as a result of the additional FTEs.

2. Promotion of Region and Its Investment Opportunities

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,234	\$'000 1,075	\$'000 1,730	\$'000 1,895	1
Less Income.....	7	-	-	-	
Net Cost of Service.....	1,227	1,075	1,730	1,895	
Employees (Full Time Equivalents).....	7	7	7	7	
Efficiency Indicators					
Average Cost per Chargeable Hour	\$86	\$86	\$86	\$91	

Explanation of Significant Movements

(Notes)

- The increase in the 2015-16 Estimated Actual Total Cost of Service is mainly due to the portion of expenditure on the Goldfields-Esperance Revitalisation Unit, Regional Grant Scheme and the return of \$1.1 million to the Consolidated Account being attributed to the service.

Financial Statements

Income Statement

Expenses

The 2015-16 Estimated Actual for the Total Cost of Services has increased by \$1.6 million from the 2015-16 Budget. The increase is mainly attributed to the return of \$1.1 million to the Consolidated Account. The remaining portion relates to an anticipated increase in expenditure for administrative expenses for the Goldfields-Esperance Revitalisation Unit as a result of new funding.

Statement of Cashflows

The 2015-16 Estimated Actual for the net cash from operating activities has increased by \$1.6 million from the 2015-16 Budget. The increase is predominantly due to the return of \$1.1 million to the Consolidated Account and an increase in expenditure for administrative expenses for the Goldfields-Esperance Revitalisation Unit as a result of new funding.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	1,309	1,506	1,670	1,854	1,939	1,969	1,621
Grants and subsidies ^(c)	744	556	709	1,579	1,302	1,303	-
Supplies and services.....	489	344	400	884	943	367	285
Accommodation.....	160	168	163	168	180	180	185
Depreciation and amortisation.....	27	9	9	9	8	-	30
Other expenses.....	356	104	1,375	243	267	273	307
TOTAL COST OF SERVICES	3,085	2,687	4,326	4,737	4,639	4,092	2,428
Income							
Grants and subsidies.....	7	-	-	-	-	-	-
Other revenue.....	11	-	-	-	-	-	-
Total Income	18	-	-	-	-	-	-
NET COST OF SERVICES	3,067	2,687	4,326	4,737	4,639	4,092	2,428
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	225	230	230	235	240	244	250
Resources received free of charge.....	18	12	12	12	12	12	12
Royalties for Regions Fund:							
Regional Community Services Fund.....	936	567	570	1,677	1,400	1,401	12
Regional Infrastructure and Headworks Fund.....	-	-	380	955	955	370	-
Regional and State-wide Initiatives.....	1,600	1,789	1,602	1,858	2,050	2,101	2,154
TOTAL INCOME FROM STATE GOVERNMENT	2,779	2,598	2,794	4,737	4,657	4,128	2,428
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(288)	(89)	(1,532)	-	18	36	-

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

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Royalties for Regions							
Community Chest Grant Scheme.....	-	-	18	555	278	278	-
Regional Grant Scheme.....	744	556	691	1,024	1,024	1,025	-
TOTAL	744	556	709	1,579	1,302	1,303	-

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,515	1,352	391	392	411	447	447
Restricted cash	454	88	48	49	49	49	49
Receivables	87	12	87	87	87	87	87
Other.....	30	8	30	30	30	30	30
Total current assets	2,086	1,460	556	558	577	613	613
NON-CURRENT ASSETS							
Holding account receivables.....	195	195	195	195	195	195	195
Property, plant and equipment.....	51	3	49	47	46	46	46
Intangibles	14	-	14	14	14	14	14
Restricted cash	-	47	-	-	-	-	-
Total non-current assets	260	245	258	256	255	255	255
TOTAL ASSETS	2,346	1,705	814	814	832	868	868
CURRENT LIABILITIES							
Employee provisions	142	119	142	142	142	142	142
Payables	18	-	18	18	18	18	18
Other.....	58	54	58	58	58	58	58
Total current liabilities	218	173	218	218	218	218	218
NON-CURRENT LIABILITIES							
Employee provisions	61	33	61	61	61	61	61
Total non-current liabilities	61	33	61	61	61	61	61
TOTAL LIABILITIES.....	279	206	279	279	279	279	279
EQUITY							
Contributed equity	54	54	54	54	54	54	54
Accumulated surplus/(deficit).....	2,013	1,445	481	481	499	535	535
Total equity	2,067	1,499	535	535	553	589	589
TOTAL LIABILITIES AND EQUITY	2,346	1,705	814	814	832	868	868

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	225	230	230	235	240	244	250
Royalties for Regions Fund:							
Regional Community Services Fund.....	936	567	570	1,677	1,400	1,401	12
Regional Infrastructure and Headworks Fund	-	-	380	955	955	370	-
Regional and State-wide Initiatives	1,600	1,789	1,602	1,858	2,050	2,101	2,154
Net cash provided by State Government.....	2,761	2,586	2,782	4,725	4,645	4,116	2,416
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,240)	(1,506)	(1,670)	(1,854)	(1,939)	(1,969)	(1,624)
Grants and subsidies.....	(744)	(556)	(709)	(1,579)	(1,302)	(1,303)	-
Supplies and services	(477)	(252)	(310)	(873)	(938)	(355)	(285)
Accommodation	(134)	(168)	(163)	(168)	(180)	(180)	(185)
Other payments.....	(554)	(516)	(1,785)	(599)	(617)	(623)	(672)
Receipts							
Grants and subsidies.....	7	-	-	-	-	-	-
GST receipts.....	82	325	325	350	350	350	350
Other receipts	15	-	-	-	-	-	-
Net cash from operating activities	(3,045)	(2,673)	(4,312)	(4,723)	(4,626)	(4,080)	(2,416)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(85)	-	-	-	-	-	-
Net cash from investing activities.....	(85)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(369)	(87)	(1,530)	2	19	36	-
Cash assets at the beginning of the reporting period	2,338	1,574	1,969	439	441	460	496
Cash assets at the end of the reporting period	1,969	1,487	439	441	460	496	496

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

Division 15 Great Southern Development Commission

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 18 Net amount appropriated to deliver services	1	1	1	1	1	1	1
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	218	223	223	227	230	235	240
Total appropriations provided to deliver services.....	219	224	224	228	231	236	241
TOTAL APPROPRIATIONS	219	224	224	228	231	236	241
EXPENSES							
Total Cost of Services.....	4,342	2,753	4,250	3,788	3,626	3,596	2,293
Net Cost of Services ^(a)	4,319	2,532	4,100	3,698	3,539	3,576	2,273
CASH ASSETS ^(b)	768	1,479	806	853	849	861	835

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	(1)	(16)	(32)	-
Royalties for Regions					
Breath Film Production	1,538	-	-	-	-
Community Chest Grant Scheme.....	-	555	278	278	-
Regional Grant Scheme.....	30	1,081	1,111	1,111	-

Significant Issues Impacting the Agency

- The Great Southern region's agricultural sector posted a solid year of production in 2015-16, despite a grain harvest that was approximately 20% lower than the previous year. Exports were generally promising for most major agricultural products, supported by the lower exchange rates. Domestic beef prices remained at near record levels, which are expected to continue as Australian producers look to rebuild herds. Global fertiliser prices continued to fall, although this was offset somewhat by the lower exchange rates.

- The Great Southern region also benefitted from the rise in tourism activity particularly, but not only, from the Government’s investment in ANZAC commemoration related infrastructure such as the National Anzac Centre, which continues to provide a platform for the further expansion of tourism in the region.
- These factors informed the Great Southern Regional Investment Blueprint (the Blueprint), launched in October 2015, which charts a course for the growth, prosperity and sustainability of the Great Southern region over the next 25 years.
- This strategic planning initiative provides the framework to diversify the region’s economy, improve essential infrastructure and services, encourage knowledge and innovation, build strong communities and enhance the region’s environment and heritage assets.
- Priority actions identified in the Blueprint focus on premium food production, energy and water security, transport, industrial land, education, information and communications technology, tourism, small business development, housing, and community development.
- A number of priority projects from the Blueprint are already being implemented, in part, through support from the five year Growing Our South Investment Fund which was established through Royalties for Regions (RfR) in 2014-15. Priority projects supported to date include the upgrade of visitor infrastructure in the Torndirrup National Park and stage one of affordable student housing in Albany, independent living units for seniors in Kojonup and Mount Barker, an early childhood hub and improvements to the main street in Katanning and the Denmark East Development Project which will provide a new light industrial area and an alternative access route that will be a critical asset for Denmark in case of fire or emergency.
- During the year ahead, the Commission will continue to work with regional partners to secure additional funding for priority projects arising from the Blueprint.
- In 2015-16, the State Government approved \$1.5 million of RfR funding as a contribution towards the production costs of the film adaptation of Tim Winton’s novel ‘Breath’, the filming of which is largely being undertaken in the Great Southern region. The Commission, in conjunction with ScreenWest, has been charged with monitoring the production on behalf of Government.
- Two contestable grant programs, namely round three of the Great Southern Community Chest Grants Scheme (for grants up to \$50,000) and round six of the Great Southern Regional Grants Scheme (grants from \$50,001 up to \$300,000) for community driven projects will be implemented in 2016-17.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Regional Development	4,342	2,753	4,250	3,788	3,626	3,596	2,293
Total Cost of Services	4,342	2,753	4,250	3,788	3,626	3,596	2,293

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The sustainable development of our region's natural and built environment for the wellbeing of all:					
Favourable responses from a minimum of 75% of clients from the Client Survey.....	83%	83%	83%	83%	

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

Services and Key Efficiency Indicators

1. Regional Development

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 4,342	\$'000 2,753	\$'000 4,250	\$'000 3,788	1
Less Income	23	221	150	90	
Net Cost of Service	4,319	2,532	4,100	3,698	
Employees (Full Time Equivalents).....	13	15	13	15	
Efficiency Indicators ^(a)					
Average Cost per Project.....	\$54,682	\$53,902	\$52,902	\$53,619	
Number of Projects Completed or Progressed During the Year	44	41	41	42	
Cost per Service Hour.....	\$99.05	\$79.97	\$90.28	\$81.65	2

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

Explanation of Significant Movements

(Notes)

- The Total Cost of Service 2015-16 Estimated Actual has increased relative to the 2015-16 Budget due to the additional expenditure on the production of the Breath Film.
- The Cost per Service Hour for 2015-16 Estimated Actual increased by \$10.31 compared to the 2015-16 Budget due to a reduction in employee numbers.

Financial Statements

Income Statement

Expenses

The Total Cost of Services 2015-16 Estimated Actual increased mainly as a result of expenditure relating to the new Royalties for Regions (RfR) - Breath Film production.

Income

The increase in funding from RfR in the 2015-16 Estimated Actual, is due to the receipt of funding for the Breath Film production and administration funds for the Regional Grant Scheme.

Statement of Financial Position

Assets

Restricted cash is held for milestone payments relating to grants and contracts held. Payments are made upon meeting milestones in accordance with grant agreements or contract terms and conditions.

Liabilities

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

Statement of Cashflows

The net cash provided by State Government 2015-16 Estimated Actual increased as a result of funding provided from the RfR program for Breath Film production.

The 2015-16 Estimated Actual for grants and subsidies payments increased due to expenditure on the Breath Film production.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	1,378	1,601	1,611	1,679	1,667	1,651	1,638
Grants and subsidies ^(c)	1,936	543	2,081	1,536	1,339	1,309	-
Supplies and services.....	751	311	271	257	322	305	294
Accommodation.....	149	141	137	179	180	181	183
Depreciation and amortisation.....	16	12	12	14	-	-	-
Other expenses.....	112	145	138	123	118	150	178
TOTAL COST OF SERVICES	4,342	2,753	4,250	3,788	3,626	3,596	2,293
Income							
Grants and subsidies.....	-	151	120	50	50	-	-
Other revenue.....	23	70	30	40	37	20	20
Total Income	23	221	150	90	87	20	20
NET COST OF SERVICES	4,319	2,532	4,100	3,698	3,539	3,576	2,273
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	219	224	224	228	231	236	241
Resources received free of charge.....	12	10	10	10	10	10	10
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,186	556	2,124	1,636	1,389	1,389	-
Regional and State-wide Initiatives.....	1,748	1,800	1,800	1,869	1,925	1,973	2,022
TOTAL INCOME FROM STATE GOVERNMENT	3,165	2,590	4,158	3,743	3,555	3,608	2,273
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(1,154)	58	58	45	16	32	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 13, 13 and 15 respectively. In some cases, the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants Other.....	627	-	-	-	-	-	-
Royalties for Regions Fund							
Breath Film Production.....	-	-	1,538	-	-	-	-
Community Chest Grant Scheme.....	370	-	-	555	278	278	-
Regional Grant Scheme.....	939	543	543	981	1,061	1,031	-
TOTAL	1,936	543	2,081	1,536	1,339	1,309	-

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	324	335	336	369	365	377	351
Restricted cash	444	1,144	470	484	484	484	484
Receivables	197	39	197	197	197	197	197
Other.....	1	6	1	1	1	1	1
Total current assets	966	1,524	1,004	1,051	1,047	1,059	1,033
NON-CURRENT ASSETS							
Holding account receivables.....	226	226	226	226	226	226	226
Property, plant and equipment.....	26	17	14	-	-	-	-
Total non-current assets	252	243	240	226	226	226	226
TOTAL ASSETS	1,218	1,767	1,244	1,277	1,273	1,285	1,259
CURRENT LIABILITIES							
Employee provisions	333	281	333	333	333	333	333
Payables.....	9	8	17	25	25	25	25
Other.....	131	143	58	58	58	58	58
Total current liabilities	473	432	408	416	416	416	416
NON-CURRENT LIABILITIES							
Employee provisions	16	53	16	16	16	16	16
Other.....	126	175	86	66	46	26	-
Total non-current liabilities	142	228	102	82	62	42	16
TOTAL LIABILITIES.....	615	660	510	498	478	458	432
EQUITY							
Contributed equity	(214)	(214)	(214)	(214)	(214)	(214)	(214)
Accumulated surplus/(deficit).....	817	1,321	948	993	1,009	1,041	1,041
Total equity	603	1,107	734	779	795	827	827
TOTAL LIABILITIES AND EQUITY	1,218	1,767	1,244	1,277	1,273	1,285	1,259

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	219	224	224	228	231	236	241
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,186	556	2,124	1,636	1,389	1,389	-
Regional and State-wide Initiatives.....	1,748	1,800	1,800	1,869	1,925	1,973	2,022
Net cash provided by State Government.....	3,153	2,580	4,148	3,733	3,545	3,598	2,263
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,330)	(1,593)	(1,603)	(1,671)	(1,667)	(1,651)	(1,638)
Grants and subsidies.....	(1,985)	(543)	(2,121)	(1,556)	(1,359)	(1,329)	(26)
Supplies and services.....	(783)	(311)	(271)	(257)	(322)	(305)	(294)
Accommodation.....	(140)	(131)	(127)	(169)	(170)	(171)	(173)
Other payments.....	(418)	(193)	(186)	(171)	(118)	(150)	(178)
Receipts							
Grants and subsidies.....	-	151	120	50	50	-	-
GST receipts.....	137	48	48	48	-	-	-
Other receipts.....	38	70	30	40	37	20	20
Net cash from operating activities.....	(4,481)	(2,502)	(4,110)	(3,686)	(3,549)	(3,586)	(2,289)
NET INCREASE/(DECREASE) IN CASH HELD.....	(1,328)	78	38	47	(4)	12	(26)
Cash assets at the beginning of the reporting period.....	2,096	1,401	768	806	853	849	861
Cash assets at the end of the reporting period.....	768	1,479	806	853	849	861	835

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

Division 16 Kimberley Development Commission

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 19 Net amount appropriated to deliver services	1	1	1	1	1	1	1
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	257	262	262	267	267	267	267
Total appropriations provided to deliver services	258	263	263	268	268	268	268
TOTAL APPROPRIATIONS	258	263	263	268	268	268	268
EXPENSES							
Total Cost of Services	3,739	3,764	3,743	4,248	4,037	4,034	2,700
Net Cost of Services ^(a)	3,672	3,742	3,721	4,226	4,015	4,012	2,678
CASH ASSETS ^(b)	2,645	1,571	1,370	1,329	1,293	1,317	1,317

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	(1)	(11)	(17)	-
Royalties for Regions					
Community Chest Grant Scheme	-	555	278	278	-
Regional Grant Scheme	-	1,111	1,111	1,111	-

Significant Issues Impacting the Agency

- Regional Planning and Development Priorities – the Commission has completed '2036 and Beyond: A Blueprint for the Kimberley' (the Blueprint). The Blueprint is a pivotal guide for regional development in the Kimberley over the long-term. It is currently being used to design, advance and implement, evidence based, transformational projects in pursuit of the regional vision, goals and targets expressed in the Blueprint. It continues to play an important role in directing strategic planning, project development and regional investment.
- Enabling Industry and Infrastructure – timely and strategic investment in regional infrastructure consistent with the strategic direction of the Blueprint is required to realise the potential of the region's main industries; agriculture, resources and tourism and facilitate business and industry diversification for the benefit of the region and the State.

- People and Capacity Building – the Kimberley cross-cultural population has a median age of 30 compared to that of the state of 34. The Kimberley Blueprint is focussed on driving employment growth, building capacity and creating economic opportunities to create a bright future for this relatively young population.
- Aboriginal Participation – Aboriginal people comprise 44% of the Kimberley population. The State Government announced in 2015 major reforms to the way services and infrastructure are provided to Aboriginal communities. The reforms aim to ensure better outcomes in health, education and job prospects, particularly for children. These reforms link strongly to the Blueprint which aims to create a strong economic and social future for the Kimberley region.
- Ord Development – continued progress of the Ord state 2 development and the recent land releases at Ord West Bank and Mantinea continue to grow the regions agriculture and provide additional employment opportunities for the community. The Northern Territory has recently called for Expressions of Interest for development of land in Ord Stage 3 which once developed will provide economic growth for the Kimberley region.
- Housing for Regional Development – the region’s young cross-cultural population requires an adequate stock of affordable sustainable housing to attract and retain skilled people in the region and provide regional people with equitable opportunities to remain employed and in the mainstream economy.
- Growth Centres – long-term and flexible investment is required to realise the potential of the Kimberley and its growth centres and position the entire region as a cornerstone of overseas trade. Growth Centre planning is underway for Broome and will commence for Kununurra in the near term to facilitate broader Kimberley regional growth from investment.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary ^(a)

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Policies, Strategies, Plans and Regional Promotion	2,056	1,920	2,508	2,804	2,019	2,017	1,350
2. Industry and Infrastructure Identification, Coordination and Development	1,683	1,844	1,235	1,444	2,018	2,017	1,350
Total Cost of Services	3,739	3,764	3,743	4,248	4,037	4,034	2,700

(a) The change in 2015-16 Estimated Actual Total Cost of Services split is due to the focus of the Commission moving to providing improvements and diversification in regional infrastructure, industry and enterprises based on the outcomes of the Blueprint.

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: An environment conducive to the balanced economic and social development of the Kimberley region:					
Delivers effective activities in assisting economic and social development.....	94%	90%	90%	90%	
Makes a positive contribution to economic and social development in the Kimberley.....	94%	90%	90%	90%	
Provides a reliable source of information and advice	92%	90%	90%	90%	
Is an accessible source of information and advice.....	92%	90%	90%	90%	

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

Services and Key Efficiency Indicators**1. Policies, Strategies, Plans and Regional Promotion**

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 2,056	\$'000 1,920	\$'000 2,508	\$'000 2,804	1
Less Income.....	37	11	15	15	
Net Cost of Service.....	2,019	1,909	2,493	2,789	
Employees (Full Time Equivalents).....	5	5	5	5	
Efficiency Indicators					
Average Cost per Project Hour ^(a)	\$208	\$193	\$230	\$226	2

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

Explanation of Significant Movements

(Notes)

1. The increase in 2015-16 Estimated Actual Total Cost of Service is due to a reallocation of resources between services. This reallocation reflects the focus of the Commission moving to providing improvements and diversification in regional infrastructure, industry and enterprises based on the outcomes of the Blueprint.
2. The increase in 2015-16 Estimated Actual Average Cost per Project Hour is due to less than target estimated staff hours being worked.

2. Industry and Infrastructure Identification, Coordination and Development

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,683	\$'000 1,844	\$'000 1,235	\$'000 1,444	1
Less Income.....	30	11	7	7	
Net Cost of Service.....	1,653	1,833	1,228	1,437	
Employees (Full Time Equivalents).....	3	4	3	3	
Efficiency Indicators					
Average Cost per Project Hour ^(a)	\$208	\$195	\$228	\$223	2

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

Explanation of Significant Movements

(Notes)

1. The reduction in 2015-16 Estimated Actual Total Cost of Service is due to a reallocation of resources between services. This reallocation reflects the focus of the Commission moving to providing improvements and diversification in regional infrastructure, industry and enterprises based on the outcomes of the Blueprint.
2. The increase in 2015-16 Estimated Actual Average Cost per Project Hour is due to staff vacancies resulting in less than target estimated staff hours being worked.

Financial Statements

Income Statement

Expenses

The 2016-17 Budget Estimate for Total Cost of Services has increased by \$0.5 million compared to the 2015-16 Estimated Actual. The increase is mainly attributed to anticipated increase in expenditure for the Regional Grant Scheme and the Community Chest Grant Scheme as a result of an increase in Royalties for Regions (RfR) funding and partially offset by the cessation of the Yawuru Home Ownership Scheme.

Income

The 2015-16 Estimated Actual for total income from the State Government has decreased by \$0.4 million compared to the 2015-16 Budget as a result of RfR approved funding being met from restricted cash balances.

The 2016-17 Budget Estimate for total income from the State Government has increased by \$1.5 million compared to the 2015-16 Estimated Actual. The increase is mainly attributed to an increase in funding for the Regional Grant Scheme and the Community Chest Grant Scheme.

Statement of Cashflows

The 2015-16 Estimated Actual for net cash provided by the State Government has decreased by \$0.4 million from the 2015-16 Budget, as a result of RfR approved funding being met from restricted cash balances.

The 2016-17 Budget Estimate for net cash provided by the State Government has increased by \$1.1 million from the 2015-16 Budget. This is predominantly due to receipts to fund the Regional Grant Scheme and the Community Chest Grant Scheme.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	1,242	1,525	1,480	1,476	1,501	1,526	1,550
Grants and subsidies ^(c)	1,426	1,051	1,207	1,639	1,362	1,303	-
Supplies and services.....	480	591	364	416	438	444	405
Accommodation.....	272	294	289	290	297	304	311
Depreciation and amortisation.....	32	40	40	40	45	45	21
Other expenses.....	287	263	363	387	394	412	413
TOTAL COST OF SERVICES	3,739	3,764	3,743	4,248	4,037	4,034	2,700
Income							
Other revenue.....	67	22	22	22	22	22	22
Total Income	67	22	22	22	22	22	22
NET COST OF SERVICES	3,672	3,742	3,721	4,226	4,015	4,012	2,678
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	258	263	263	268	268	268	268
Resources received free of charge.....	17	-	-	17	17	17	17
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,491	564	571	1,674	1,397	1,397	8
Regional and State-wide Initiatives.....	1,966	2,221	1,842	2,204	2,270	2,327	2,385
TOTAL INCOME FROM STATE GOVERNMENT	3,732	3,048	2,676	4,163	3,952	4,009	2,678
SURPLUS/(DEFICIENCY) FOR THE PERIOD	60	(694)	(1,045)	(63)	(63)	(3)	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 8, 8 and 8 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Royalties for Regions Fund							
Aboriginal Community Critical Response Fund.....	140	-	91	-	-	-	-
Capacity Building.....	167	-	-	-	-	-	-
Community Chest Grant Scheme.....	271	-	100	555	278	278	-
Regional Grant Scheme.....	564	491	456	1,024	1,024	1,025	-
Kimberley Regional Development Scheme.....	34	60	60	60	60	-	-
Yawuru Home Ownership Scheme.....	250	500	500	-	-	-	-
TOTAL	1,426	1,051	1,207	1,639	1,362	1,303	-

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	938	1,184	938	938	938	938	938
Restricted cash	1,707	387	432	391	355	379	379
Receivables	147	126	200	107	102	102	102
Other.....	8	8	8	8	8	8	8
Total current assets	2,800	1,705	1,578	1,444	1,403	1,427	1,427
NON-CURRENT ASSETS							
Holding account receivables.....	39	39	39	39	39	39	39
Property, plant and equipment.....	7	(10)	(15)	69	42	15	15
Other.....	53	40	46	39	39	39	39
Total non-current assets	99	69	70	147	120	93	93
TOTAL ASSETS	2,899	1,774	1,648	1,591	1,523	1,520	1,520
CURRENT LIABILITIES							
Employee provisions	400	383	458	458	458	458	458
Payables	224	39	49	51	46	46	46
Other.....	66	2	10	14	14	14	14
Total current liabilities	690	424	517	523	518	518	518
NON-CURRENT LIABILITIES							
Employee provisions	61	45	28	28	28	28	28
Total non-current liabilities	61	45	28	28	28	28	28
TOTAL LIABILITIES.....	751	469	545	551	546	546	546
EQUITY							
Contributed equity	145	145	145	145	145	145	145
Accumulated surplus/(deficit).....	2,003	1,160	958	895	832	829	829
Total equity	2,148	1,305	1,103	1,040	977	974	974
TOTAL LIABILITIES AND EQUITY	2,899	1,774	1,648	1,591	1,523	1,520	1,520

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	258	263	263	268	268	268	268
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,491	564	571	1,674	1,397	1,397	8
Regional and State-wide Initiatives.....	1,966	2,221	1,842	2,204	2,270	2,327	2,385
Net cash provided by State Government.....	3,715	3,048	2,676	4,146	3,935	3,992	2,661
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,165)	(1,525)	(1,480)	(1,476)	(1,501)	(1,526)	(1,550)
Grants and subsidies.....	(1,293)	(1,051)	(1,345)	(1,639)	(1,362)	(1,303)	-
Supplies and services.....	(428)	(672)	(459)	(384)	(406)	(435)	(372)
Accommodation.....	(288)	(293)	(288)	(290)	(297)	(304)	(311)
Other payments.....	(460)	(723)	(823)	(650)	(657)	(652)	(680)
Receipts							
GST receipts.....	70	422	422	230	230	230	230
Other receipts.....	71	22	22	22	22	22	22
Net cash from operating activities.....	(3,493)	(3,820)	(3,951)	(4,187)	(3,971)	(3,968)	(2,661)
NET INCREASE/(DECREASE) IN CASH HELD.....	222	(772)	(1,275)	(41)	(36)	24	-
Cash assets at the beginning of the reporting period.....	2,423	2,343	2,645	1,370	1,329	1,293	1,317
Cash assets at the end of the reporting period.....	2,645	1,571	1,370	1,329	1,293	1,317	1,317

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

Division 17 Mid West Development Commission

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 20 Net amount appropriated to deliver services	1	1	1	1	1	1	1
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	233	237	237	242	242	242	242
Total appropriations provided to deliver services.....	234	238	238	243	243	243	243
TOTAL APPROPRIATIONS	234	238	238	243	243	243	243
EXPENSES							
Total Cost of Services.....	3,961	5,071	5,382	4,435	3,771	4,090	2,455
Net Cost of Services ^(a)	3,951	5,070	5,326	4,427	3,765	4,082	2,449
CASH ASSETS ^(b)	2,535	519	778	652	655	431	513

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Royalties for Regions					
Community Chest Grant Scheme.....	291	277	278	278	-
Mid West Unit.....	-	175	-	-	-
Planning Business Case and Capacity Building	48	-	-	-	-
Regional Grant Scheme.....	122	1,111	1,111	1,111	-
Revised 1.5% Public Sector Wages Policy	-	(1)	(15)	(30)	-

Significant Issues Impacting the Agency

- The Commission’s Mid West Investment Plan will continue to leverage public and private investment in priority infrastructure for the region.
- The Commission will be undertaking significant work on the ongoing development and implementation of the Mid West Regional Blueprint in 2016-17. The Mid West’s Blueprint has been developed by the Commission in partnership with the Regional Development Australia - Mid West Gascoyne to produce one strategic Blueprint to meet both Commonwealth Government and State Government needs.
- The Blueprint has revealed five pillars and 22 elements (sub pillars) considered vital to growth and development in the Mid West. Each of these areas requires further work to determine the priorities and key actions going forward. In 2016-17, tourism, business development, agriculture, health, broadband communications and strategic infrastructure were among the highest priorities.
- The Mid West economy is heavily reliant on primary commodity exports, exposing it to market fluctuations and climate change impacts. Initiatives to diversify the region’s economic base include:
 - progressing information technology related opportunities;
 - realising the region’s vast renewable energy potential;
 - supporting marine based aquaculture research; and
 - development; and realising the region’s tourism potential.
- The Mid West has a relatively high Aboriginal population, which drives the need for initiatives that will support Aboriginal employment, education and business outcomes.
- Around 83% of the region is classified as remote, which presents challenges to provide and maintain infrastructure and services.
- The Commission continues to strive for education outcomes, rural and remote service delivery and developing of thriving local and subregional economies and communities. As implementation of the Mid West Regional Blueprint occurs, the emphasis will focus around identifying those key ‘game changing’ initiatives that deliver the best economic and social outcomes for the region.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Information and Advice.....	1,049	1,026	979	1,320	1,353	1,390	929
2. Investment Facilitation.....	1,666	2,939	2,675	1,876	1,202	1,466	762
3. Infrastructure and Services Development in the Mid West.....	1,246	1,106	1,728	1,239	1,216	1,234	764
Total Cost of Services	3,961	5,071	5,382	4,435	3,771	4,090	2,455

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: An environment conducive to the balanced economic and social development of the Mid West region:					
Clients agreeing that the Commission reduced obstacles to economic growth and employment	43%	42%	42%	42%	
Clients agreeing that the Commission contributed to the development of a new business opportunity	59%	63%	63%	63%	
Clients agreeing that the Commission contributed to more trade activity	30%	30%	30%	30%	
Clients agreeing that the Commission contributed to the retention of staff and/or expansion of employment opportunities	32%	28%	28%	28%	

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

Services and Key Efficiency Indicators

1. Information and Advice

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,049	\$'000 1,026	\$'000 979	\$'000 1,320	1
Less Income	5	-	2	4	
Net Cost of Service	1,044	1,026	977	1,316	
Employees (Full Time Equivalents).....	5	5	5	5	
Efficiency Indicators					
Cost per Client Visit	\$639	\$626	\$597	\$805	2
Cost per Client Inquiry.....	\$125	\$122	\$117	\$157	2

Explanation of Significant Movements

(Notes)

- The increase of \$341,000 (34.8%) in Total Cost of Service for the 2016-17 Budget Target compared with the 2015-16 Estimated Actual, is primarily due to an increased allocation for the Regional Grant Scheme.
- The increase in Cost per Client Visit and Cost per Client Inquiry of \$208 (34.8%) and \$40 (34.2%) respectively from the 2015-16 Estimated Actual to the 2016-17 Budget Target, is mainly due to an increase in RfR funding allocation.

2. Investment Facilitation

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,666	\$'000 2,939	\$'000 2,675	\$'000 1,876	1
Less Income.....	3	-	52	2	
Net Cost of Service.....	1,663	2,939	2,623	1,874	
Employees (Full Time Equivalents).....	5	5	5	5	
Efficiency Indicators					
Average Cost per Project.....	\$111,067	\$195,933	\$178,333	\$125,067	2

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service for the 2016-17 Budget Target of \$799,000 (29.9%) compared with the 2015-16 Estimated Actual is mainly due to a higher project expenditure on Yellow Tail Kingfish Grow-out trial (Stage 2) in 2015-16 partly offset by an increased Regional Grant Scheme funding allocation.
2. The decrease in Average Cost per Project of \$53,266 (29.9%) from the 2015-16 Estimated Actual to the 2016-17 Budget Target is largely due to the decrease in costs referred to previously.

3. Infrastructure and Services Development in the Mid West

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,246	\$'000 1,106	\$'000 1,728	\$'000 1,239	1
Less Income.....	2	1	2	2	
Net Cost of Service.....	1,244	1,105	1,726	1,237	
Employees (Full Time Equivalents).....	5	5	5	5	
Efficiency Indicators					
Average Cost per Project.....	\$83,067	\$73,733	\$115,200	\$82,600	2

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service for the 2016-17 Budget Target of \$489,000 (28.3%) compared with the 2015-16 Estimated Actual reflects a higher level of expenditure in 2015-16 on Regional Grant Scheme and other projects not continuing in 2016-17.
2. The decrease in Average Cost per Project of \$32,600 (28.3%) from the 2015-16 Estimated Actual to the 2016-17 Budget Target is largely due to a decrease in costs.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Computer and Office Equipment Replacement 2015-16 Program	10	10	10	-	-	-	-
NEW WORKS							
Computer and Office Equipment Replacement 2017-18 Program	41	-	-	-	41	-	-
Total Cost of Asset Investment Program.....	51	10	10	-	41	-	-
FUNDED BY							
Internal Funds and Balances.....			10	-	41	-	-
Total Funding.....			10	-	41	-	-

Financial Statements

Income Statement

Expenses

The \$947,000 (17.6%) decrease in the 2016-17 Budget Estimate Total Cost of Service is mainly due to the forecast completion of the Yellow Tail Kingfish Grow-out trial (Stage 2).

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	2,125	2,186	2,294	2,112	1,708	1,722	1,677
Grants and subsidies ^(c)	918	1,700	1,884	1,473	1,324	1,324	-
Supplies and services	483	755	758	414	297	599	314
Accommodation	204	197	210	216	222	230	236
Depreciation and amortisation	68	82	82	82	76	73	73
Other expenses.....	163	151	154	138	144	142	155
TOTAL COST OF SERVICES	3,961	5,071	5,382	4,435	3,771	4,090	2,455
Income							
Other revenue.....	10	1	56	8	6	8	6
Total Income.....	10	1	56	8	6	8	6
NET COST OF SERVICES	3,951	5,070	5,326	4,427	3,765	4,082	2,449
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	234	238	238	243	243	243	243
Resources received free of charge	9	15	10	10	10	10	10
Royalties for Regions Fund:							
Regional Community Services Fund	1,059	590	868	1,423	1,425	1,426	38
Regional Infrastructure and Headworks Fund	750	750	582	545	-	-	-
Regional and State-wide Initiatives	1,868	1,923	1,923	1,995	2,055	2,106	2,159
TOTAL INCOME FROM STATE GOVERNMENT	3,920	3,516	3,621	4,216	3,733	3,785	2,450
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	(31)	(1,554)	(1,705)	(211)	(32)	(297)	1

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

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Community Chest Grant Scheme.....	300	200	200	223	224	224	-
Regional Development Scheme Grants.....	9	-	2	-	-	-	-
Regional Grant Scheme	509	300	632	1,100	1,100	1,100	-
Yellow Tail Kingfish Grow-out Trial Stage 2.....	100	1,200	1,050	150	-	-	-
TOTAL	918	1,700	1,884	1,473	1,324	1,324	-

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	125	43	52	124	169	157	284
Restricted cash	2,410	476	726	528	486	274	229
Receivables	89	40	40	40	40	40	40
Total current assets	2,624	559	818	692	695	471	553
NON-CURRENT ASSETS							
Holding account receivables	153	153	153	153	153	153	153
Property, plant and equipment	3,164	2,814	3,092	3,019	2,986	2,913	2,842
Intangibles	11	13	15	5	2	2	2
Total non-current assets	3,328	2,980	3,260	3,177	3,141	3,068	2,997
TOTAL ASSETS	5,952	3,539	4,078	3,869	3,836	3,539	3,550
CURRENT LIABILITIES							
Employee provisions	424	362	346	330	330	330	330
Payables	5	1	-	-	-	-	-
Other	158	60	60	66	65	65	75
Total current liabilities	587	423	406	396	395	395	405
NON-CURRENT LIABILITIES							
Employee provisions	54	55	67	79	79	79	79
Borrowings	960	960	960	960	960	960	960
Other	1	-	-	-	-	-	-
Total non-current liabilities	1,015	1,015	1,027	1,039	1,039	1,039	1,039
TOTAL LIABILITIES	1,602	1,438	1,433	1,435	1,434	1,434	1,444
EQUITY							
Contributed equity	356	356	356	356	356	356	356
Accumulated surplus/(deficit)	1,976	(4,344)	271	60	28	(269)	(268)
Reserves	2,018	6,089	2,018	2,018	2,018	2,018	2,018
Total equity	4,350	2,101	2,645	2,434	2,402	2,105	2,106
TOTAL LIABILITIES AND EQUITY	5,952	3,539	4,078	3,869	3,836	3,539	3,550

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	234	238	238	243	243	243	243
Royalties for Regions Fund:							
Country Local Government Fund	-	-	-	-	-	-	37
Regional Community Services Fund	1,059	590	868	1,423	1,425	1,426	1
Regional Infrastructure and Headworks Fund	750	750	582	545	-	-	-
Regional and State-wide Initiatives	1,868	1,923	1,923	1,995	2,055	2,106	2,159
Net cash provided by State Government.....	3,911	3,501	3,611	4,206	3,723	3,775	2,440
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(2,035)	(2,236)	(2,429)	(2,109)	(1,709)	(1,722)	(1,674)
Grants and subsidies.....	(918)	(1,700)	(1,884)	(1,473)	(1,324)	(1,324)	-
Supplies and services	(487)	(734)	(760)	(404)	(286)	(589)	(299)
Accommodation	(205)	(197)	(210)	(216)	(222)	(230)	(236)
Other payments.....	(352)	(375)	(454)	(242)	(227)	(252)	(237)
Receipts							
GST receipts.....	132	218	323	104	83	110	82
Other receipts	9	1	56	8	6	8	6
Net cash from operating activities	(3,856)	(5,023)	(5,358)	(4,332)	(3,679)	(3,999)	(2,358)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(39)	(10)	(10)	-	(41)	-	-
Net cash from investing activities.....	(39)	(10)	(10)	-	(41)	-	-
NET INCREASE/(DECREASE) IN CASH HELD	16	(1,532)	(1,757)	(126)	3	(224)	82
Cash assets at the beginning of the reporting period	2,519	2,051	2,535	778	652	655	431
Cash assets at the end of the reporting period	2,535	519	778	652	655	431	513

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

Division 18 Peel Development Commission

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 21 Net amount appropriated to deliver services	1	1	1	1	1	1	1
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	218	223	223	227	231	236	242
Total appropriations provided to deliver services.....	219	224	224	228	232	237	243
TOTAL APPROPRIATIONS	219	224	224	228	232	237	243
EXPENSES							
Total Cost of Services.....	3,340	2,440	3,062	5,616	5,182	3,385	2,078
Net Cost of Services ^(a)	3,337	2,410	2,862	5,616	5,182	3,385	2,078
CASH ASSETS ^(b)	1,242	917	1,071	1,050	1,065	1,092	1,173

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	(1)	(14)	(27)	-
Revisions to Own Source Revenue Estimates.....	-	(30)	(30)	(30)	-
Royalties for Regions					
Community Chest Grant Scheme.....	278	277	278	278	-
Regional Grant Scheme.....	-	1,111	1,111	1,111	-
Transform Peel - Phase 1	-	2,285	1,814	-	-

Significant Issues Impacting the Agency

- The Peel region is on a trajectory for strong population growth. The current population of 124,000 is expected to grow to 188,400 by 2031 and 310,000 by 2050. Stimulating the economy to create a pipeline of new jobs to support this growth is a priority for the Commission.
- The Commission's Regional Investment Blueprint, launched in December 2015, articulates a strategy and action plan for the next four years to target jobs growth and economic diversification. Key areas of strategic focus include:
 - broadening and diversifying the industry base to boost the depth and breadth of jobs and occupations across the region, with specific focus on agriculture and tourism;
 - increasing economic expansion, market base and international competitiveness of the region's agribusiness sector through innovation in production methods and renewable water and energy supplies;
 - ensuring the availability of an educated and highly skilled workforce with the capacity and capability to flexibly respond to workforce requirements for the future; and
 - creating support services and infrastructure that will ensure the community is strong and resilient and able to increase its participation in, and contribution to, the future development of the Peel region.
- With above State average rates of unemployment and comparatively low rates of educational attainment, strengthening the education and training system and creating pathways that lead to increased levels of educational attainment and sustainable employment are important areas of focus for the region. The up-skilling of the existing workforce, particularly those workers who are impacted by shifts in sectors such as mining, construction and manufacturing, is a key priority to ensure they have the opportunities to develop new skills to transfer into occupations and industries known to be in shortage or emerging in the labour market.
- Ensuring communities are sustainable and resilient is a key focus and ensuring that Peel residents have access to the range of community and support services that are enjoyed by metropolitan communities is pivotal to this.
- To stimulate the economy and create the pipeline of new jobs necessary, the Commission is working closely with a wide range of stakeholders to bring the following programs and projects to realisation:
 - Peel Business Park Nambelup;
 - Peel Food Precinct;
 - Peel Integrated Water Initiative;
 - Peel Hospitality, Tourism and Events Training Centre;
 - Peel Secure Housing and Employment Support Services;
 - Peel Tourism Economic Development Strategy;
 - Regional Equestrian Centre; and
 - Age Friendly Communities.
- Over the next two years the Commission will begin work on implementing the \$49.3 million Transform Peel project. This will involve establishing a program management group (comprising three new Full Time Equivalents), setting up governance arrangements and working closely with the Western Australian Land Authority (LandCorp), the Department of Agriculture and Food, the Department of Water, the Peel Harvey Catchment Council, the City of Mandurah and the Shire of Murray to drive project outcomes. The main elements of the project include the establishment of a 1,000 hectare business park with a food production and processing theme, trial cropping in contemporary farming methods and a range of water and drainage initiatives to protect the region's most important natural strategic asset – the Peel waterways.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Facilitation and Coordination.....	3,006	2,196	2,756	5,054	4,664	3,047	1,870
2. Advice and Information.....	334	244	306	562	518	338	208
Total Cost of Services	3,340	2,440	3,062	5,616	5,182	3,385	2,078

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Development and promotion of the Peel Region:					
Client satisfaction with contribution to the region's economic base.....	86%	90%	90%	90%	

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

Services and Key Efficiency Indicators

1. Facilitation and Coordination

Facilitate and coordinate regional development activities.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 3,006	\$'000 2,196	\$'000 2,756	\$'000 5,054	1
Less Income.....	3	27	180	-	
Net Cost of Service.....	3,003	2,169	2,576	5,054	
Employees (Full Time Equivalents).....	8	8	8	10	
Efficiency Indicators					
Average Cost per Unit of Service Hours.....	\$100	\$101	\$100	\$111	2

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service in 2016-17 has increased from the 2015-16 Budget due to the anticipated expenditure for the Regional Grant Scheme and Community Chest Grant Scheme and due to expenditure relating to Phase 1 of the Transform Peel project.
2. The Average Cost per Unit of Service Hours efficiency indicator has increased in 2016-17 because of the additional staff required to manage the Transform Peel project.

2. Advice and Information

Provide advice and information on regional development activities or matters.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 334	\$'000 244	\$'000 306	\$'000 562	1
Less Income.....	-	3	20	-	
Net Cost of Service.....	334	241	286	562	
Employees (Full Time Equivalents).....	2	2	2	2	
Efficiency Indicators					
Average Cost per Unit of Service Hours.....	\$63	\$63	\$63	\$66	

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service in 2016-17 has increased from the 2015-16 Budget due to the anticipated expenditure for the Regional Grant Scheme and Community Chest Grant Scheme and due to expenditure relating to Phase 1 of the Transform Peel project.

Financial Statements

Income Statement

Expenses

Expenditure on grants and subsidies in 2016-17 has increased from the 2015-16 Budget due to the anticipated expenditure for the Regional Grant Scheme and Community Chest Grant Scheme.

Expenditure on supplies and services has increased by \$1.8 million in 2016-17 and \$1.2 million in 2017-18 due to expenditure on Phase 1 of the Transform Peel project.

Income

The income from the Royalties for Regions Fund in 2016-17 has increased from the 2015-16 Budget due to funding for the Regional Grant Scheme, Community Chest Grant Scheme and for Phase 1 of the Transform Peel project.

Statement of Cashflows

The net cash provided by State Government in 2016-17 has increased from the 2015-16 Budget due to receipts to fund the Regional Grant Scheme, Community Chest Grant Scheme and for Phase 1 of the Transform Peel project.

The net cash from operating activities in 2016-17 has increased from the 2015-16 Budget due to increased payments for grants and subsidies relating to the Regional Grant Scheme and Community Chest Grant Scheme and increased contract payments relating to Phase 1 of the Transform Peel project.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	1,311	1,343	1,513	1,880	2,047	1,375	1,403
Grants and subsidies ^(c)	1,154	556	952	1,286	1,287	1,389	-
Supplies and services.....	490	216	272	2,111	1,500	258	265
Accommodation.....	146	171	171	171	179	179	186
Depreciation and amortisation.....	20	4	4	2	1	-	-
Other expenses.....	219	150	150	166	168	184	224
TOTAL COST OF SERVICES	3,340	2,440	3,062	5,616	5,182	3,385	2,078
Income							
Grants and subsidies.....	-	-	170	-	-	-	-
Other revenue.....	3	30	30	-	-	-	-
Total Income	3	30	200	-	-	-	-
NET COST OF SERVICES	3,337	2,410	2,862	5,616	5,182	3,385	2,078
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	219	224	224	228	232	237	243
Resources received free of charge.....	9	6	6	6	6	6	10
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,163	556	834	1,388	1,389	1,389	-
Regional Infrastructure and Headworks Fund.....	-	-	-	2,285	1,814	-	-
Regional and State-wide Initiatives.....	1,578	1,623	1,623	1,686	1,737	1,780	1,825
TOTAL INCOME FROM STATE GOVERNMENT	2,969	2,409	2,687	5,593	5,178	3,412	2,078
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(368)	(1)	(175)	(23)	(4)	27	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 10, 10 and 12 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Royalties for Regions							
Blueprint Development	-	-	174	-	-	-	-
Community Chest Grant Scheme.....	370	-	278	276	276	278	-
Regional Grant Scheme.....	784	556	500	1,010	1,011	1,111	-
TOTAL	1,154	556	952	1,286	1,287	1,389	-

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,057	839	1,026	1,002	1,017	1,044	1,128
Restricted cash	185	33	45	48	48	48	45
Receivables	117	55	117	117	117	117	45
Total current assets	1,359	927	1,188	1,167	1,182	1,209	1,218
NON-CURRENT ASSETS							
Holding account receivables	134	134	134	134	134	134	134
Property, plant and equipment	16	17	12	10	9	9	-
Restricted cash	-	45	-	-	-	-	-
Total non-current assets	150	196	146	144	143	143	134
TOTAL ASSETS	1,509	1,123	1,334	1,311	1,325	1,352	1,352
CURRENT LIABILITIES							
Employee provisions	266	234	266	266	266	266	266
Payables	-	4	-	-	18	18	18
Other	46	28	46	46	46	46	46
Total current liabilities	312	266	312	312	330	330	330
NON-CURRENT LIABILITIES							
Employee provisions	31	21	31	31	31	31	31
Total non-current liabilities	31	21	31	31	31	31	31
TOTAL LIABILITIES	343	287	343	343	361	361	361
EQUITY							
Contributed equity	-	11	-	-	-	-	-
Accumulated surplus/(deficit)	1,166	825	991	968	964	991	991
Total equity	1,166	836	991	968	964	991	991
TOTAL LIABILITIES AND EQUITY	1,509	1,123	1,334	1,311	1,325	1,352	1,352

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

**STATEMENT OF CASHFLOWS ^(a)
(Controlled)**

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	219	224	224	228	232	237	243
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,163	556	834	1,388	1,389	1,389	-
Regional Infrastructure and Headworks Fund	-	-	-	2,285	1,814	-	-
Regional and State-wide Initiatives	1,578	1,623	1,623	1,686	1,737	1,780	1,825
Net cash provided by State Government.....	2,960	2,403	2,681	5,587	5,172	3,406	2,068
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,250)	(1,321)	(1,491)	(1,888)	(2,047)	(1,375)	(1,403)
Grants and subsidies.....	(1,154)	(556)	(952)	(1,286)	(1,287)	(1,389)	-
Supplies and services	(474)	(223)	(279)	(2,118)	(1,468)	(244)	(256)
Accommodation	(150)	(157)	(157)	(157)	(179)	(179)	(186)
Other payments.....	(360)	(523)	(523)	(539)	(556)	(572)	(410)
Receipts							
Grants and subsidies.....	-	-	170	-	-	-	-
Sale of goods and services.....	3	-	-	-	-	-	-
GST receipts.....	90	380	380	380	380	380	268
Net cash from operating activities	(3,295)	(2,400)	(2,852)	(5,608)	(5,157)	(3,379)	(1,987)
NET INCREASE/(DECREASE) IN CASH HELD	(335)	3	(171)	(21)	15	27	81
Cash assets at the beginning of the reporting period	1,734	914	1,242	1,071	1,050	1,065	1,092
Net cash transferred to/from other agencies....	(157)	-	-	-	-	-	-
Cash assets at the end of the reporting period	1,242	917	1,071	1,050	1,065	1,092	1,173

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

Division 19 Pilbara Development Commission

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 22 Net amount appropriated to deliver services	1	110	110	1	1	1	1
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	256	261	261	266	269	276	283
Total appropriations provided to deliver services.....	257	371	371	267	270	277	284
TOTAL APPROPRIATIONS	257	371	371	267	270	277	284
EXPENSES							
Total Cost of Services.....	8,227	7,495	8,707	9,073	8,679	8,822	7,696
Net Cost of Services ^(a)	8,030	7,495	8,707	9,073	8,679	8,822	7,696
CASH ASSETS ^(b)	2,798	2,421	1,142	670	709	790	790

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	(2)	(38)	(76)	-
Royalties for Regions					
Community Chest Grant Scheme	278	277	278	278	-
Regional Grant Scheme	-	1,111	1,111	1,111	-
Regional Workers Incentives Allowance Payments.....	18	-	-	-	-
Targeted Voluntary Separation Scheme.....	(151)	(155)	(159)	(163)	-

Significant Issues Impacting the Agency

- The Pilbara economy is currently in a transition period with the resources industry moving from a construction phase to production phase. Large resource projects that were under construction and underpinned population and local employment growth are now completed or near completion in 2016-17. Production has continued to be strong with the volume of iron ore at 719 million tonnes in 2015-16 and Liquefied Natural Gas volumes of 20.4 million tonnes and similar strong performance in 2015-16 (Australian Bureau of Statistics figures still to be released).
- The impact of the transition from construction to production and lower commodity prices on the world and Australia's economy will have consequential impacts on Pilbara economic activities. Resource companies are cutting their production costs to ensure profitability. This will impact on local businesses and communities.
- The high living costs that were a feature of the construction boom have largely dissipated with the region returning to some sense of normality. The Pilbara Cities initiative has delivered considerable dividends to the region in terms of affordable living and amenity. The Commission's focus now turns to ensuring the remaining Pilbara Cities projects are delivered on time and on budget, which includes the Karratha Health Campus and the Karratha Quarter. There are new investments occurring in the small and medium-sized enterprises sector and new opportunities opening up with the lower costs of doing business.
- The Pilbara Regional Investment Blueprint (the Blueprint) was released in October 2015 and guides the next phase of the Pilbara's development. Its vision is that by 2050, the Pilbara will have 200,000 people living in vibrant, modern and inclusive cities and communities which offer quality services, career choice, affordable living and strong local communities.
- The Blueprint identifies the need for ongoing investment to achieve the vision of 200,000 people in the region by 2050. This investment will focus on servicing opportunities for the world class and new infrastructure, value adding opportunities for resources and on new emerging industries.
- Population growth and economic diversification is critical to the sustainable future of the Pilbara region and its capacity to overcome fluctuations in the mining industry. Key areas of diversification include agriculture, aquaculture, renewable energies and tourism. This will require a significant shift in the thinking of the Commission and the region's stakeholders. It will mean a stronger focus on projects that deliver transformational change to the region. The Commission will actively engage with its partners in the region to deliver the greatest benefit to the Pilbara.
- In 2015 the State Government announced major reforms to the way services will be provided to Aboriginal communities in regional Western Australia to ensure better outcomes in health, education and job prospects, particularly for children. The Regional Services Reform Agenda (RSRA) will focus on remote and regional Aboriginal communities including Aboriginal Town Based Reserves. There are eight Town Based Reserves in the Pilbara and the Commission will play a major role in the delivery of the RSRA in the region. The reform addresses significant issues present in remote and regional Aboriginal communities, and is aimed at creating positive social and economic outcomes.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	Enhancement of the Pilbara Region's economic and social development.	1. Facilitation, Coordination and Governance 2. Regional Promotion and Information Services

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Facilitation, Coordination and Governance.....	4,936	4,497	5,224	5,444	5,207	5,293	4,618
2. Regional Promotion and Information Services	3,291	2,998	3,483	3,629	3,472	3,529	3,078
Total Cost of Services	8,227	7,495	8,707	9,073	8,679	8,822	7,696

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15	2015-16	2015-16	2016-17	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Enhancement of the Pilbara Region's economic and social development:					
Customers satisfied that the Commission is effective in meeting its service objectives.....	95%	90%	90%	90%	

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

Services and Key Efficiency Indicators

1. Facilitation, Coordination and Governance

Facilitate high level stakeholder group discussion through the Pilbara Dialogue including requirements and strategies for the future development of the region. Coordinate liaison and collaboration between State Government agencies. Develop, implement and review good governance models, particularly in the area of grants management and effective agency operation.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 4,936	\$'000 4,497	\$'000 5,224	\$'000 5,444	1
Less Income.....	118	-	-	-	
Net Cost of Service.....	4,818	4,497	5,224	5,444	
Employees (Full Time Equivalents).....	13	12	12	12	
Efficiency Indicators					
Average Operational Costs (Excluding Grants) per Working Hour	\$237	\$221	\$220	\$244	

Explanation of Significant Movements

(Notes)

- The 2015-16 Estimated Actual for Total Cost of Service has increased due to a portion of the additional expenditure on Community Chest Grant Scheme and the return of funds to the Consolidated Account being attributed to the service.

2. Regional Promotion and Information Services

Provide and regularly update a range of relevant planning and community information to facilitate and support the sustainable economic and social development of the region.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 3,291	\$'000 2,998	\$'000 3,483	\$'000 3,629	1
Less Income.....	79	-	-	-	
Net Cost of Service.....	3,212	2,998	3,483	3,629	
Employees (Full Time Equivalents).....	9	9	9	9	
Efficiency Indicators					
Average Operational Costs (Excluding Grants) per Working Hour	\$158	\$147	\$147	\$163	

Explanation of Significant Movements

(Notes)

- The 2015-16 Estimated Actual for Total Cost of Service has increased due to a portion of the additional expenditure on Community Chest Grant Scheme and the return of funds to the Consolidated Account being attributed to the service.

Financial Statements

Income Statement

Expenses

The 2015-16 Estimated Actual for Total Cost of Services has increased by \$1.2 million from the 2015-16 Budget. This is predominantly due to additional expenditure for Community Chest Grant Scheme and the return of funds to the Consolidated Account.

Income

The 2015-16 Estimated Actual for the Royalties for Regions Fund has decreased by \$0.6 million from the 2015-16 Budget. This is largely due to a decrease in operational funding as a result of a carryover from prior year. A subsequent increase in the 2016-17 Budget Target is driven by additional funding for the Regional Grant Scheme.

Statement of Financial Position

The 2015-16 Estimated Actual for total assets has decreased by \$1.3 million from the 2015-16 Budget. This is predominantly due to additional spending for Community Chest Grant Scheme and return of funds to the Consolidated Account.

Statement of Cashflows

The 2015-16 Estimated Actual for net cash from operating activities has increased by \$1.2 million from the 2015-16 Budget. This is predominantly due to additional expenditure for the Community Chest Grant Scheme and the return of funds to the Consolidated Account.

The 2015-16 Estimated Actual for the net cash provided by State Government has decreased by \$0.6 million from the 2015-16 Budget. This is due to a decrease in operational funding as a result of a carryover from prior year. Subsequent increase in the 2016-17 Budget Target is driven by additional funding for the Regional Grant Scheme.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	4,266	5,416	4,517	4,478	4,534	4,592	4,657
Grants and subsidies ^(c)	1,046	556	822	1,388	1,389	1,389	-
Supplies and services.....	1,414	666	1,027	2,083	1,605	1,644	1,803
Accommodation.....	608	570	597	601	607	612	620
Depreciation and amortisation.....	19	12	11	10	5	-	-
Other expenses.....	874	275	1,733	513	539	585	616
TOTAL COST OF SERVICES	8,227	7,495	8,707	9,073	8,679	8,822	7,696
Income							
Other revenue.....	197	-	-	-	-	-	-
Total Income	197	-	-	-	-	-	-
NET COST OF SERVICES	8,030	7,495	8,707	9,073	8,679	8,822	7,696
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	257	371	371	267	270	277	284
Resources received free of charge.....	35	25	25	25	25	25	25
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,422	618	914	1,452	1,455	1,456	69
Regional Infrastructure and Headworks Fund.....	-	-	-	700	-	-	-
Regional and State-wide Initiatives.....	6,414	6,583	5,733	6,150	6,966	7,140	7,318
TOTAL INCOME FROM STATE GOVERNMENT	8,128	7,597	7,043	8,594	8,716	8,898	7,696
SURPLUS/(DEFICIENCY) FOR THE PERIOD	98	102	(1,664)	(479)	37	76	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 22, 21 and 21 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Royalties for Regions							
Regional Grant Scheme.....	596	556	532	1,111	1,111	1,111	-
Community Chest Grant.....	358	-	290	277	278	278	-
Other.....	67	-	-	-	-	-	-
Other Grants.....	25	-	-	-	-	-	-
TOTAL	1,046	556	822	1,388	1,389	1,389	-

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	613	397	1	-	1	2	3
Restricted cash	2,185	1,900	1,141	670	708	788	787
Receivables	160	83	160	160	160	160	160
Other.....	7	-	7	7	7	7	7
Total current assets	2,965	2,380	1,309	837	876	957	957
NON-CURRENT ASSETS							
Holding account receivables.....	48	-	48	48	48	48	48
Property, plant and equipment.....	27	107	16	5	-	-	-
Restricted cash	-	124	-	-	-	-	-
Other.....	-	48	-	-	-	-	-
Total non-current assets	75	279	64	53	48	48	48
TOTAL ASSETS	3,040	2,659	1,373	890	924	1,005	1,005
CURRENT LIABILITIES							
Employee provisions	422	474	422	422	422	422	422
Payables.....	97	29	94	90	87	92	92
Other.....	173	239	173	173	173	173	173
Total current liabilities	692	742	689	685	682	687	687
NON-CURRENT LIABILITIES							
Employee provisions	98	143	98	98	98	98	98
Other.....	1	1	1	1	1	1	1
Total non-current liabilities	99	144	99	99	99	99	99
TOTAL LIABILITIES.....	791	886	788	784	781	786	786
EQUITY							
Contributed equity	353	353	353	353	353	353	353
Accumulated surplus/(deficit).....	1,896	1,420	232	(247)	(210)	(134)	(134)
Total equity	2,249	1,773	585	106	143	219	219
TOTAL LIABILITIES AND EQUITY	3,040	2,659	1,373	890	924	1,005	1,005

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	257	371	371	267	270	277	284
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,422	618	914	1,452	1,455	1,456	69
Regional Infrastructure and Headworks Fund	-	-	-	700	-	-	-
Regional and State-wide Initiatives	6,414	6,583	5,733	6,150	6,966	7,140	7,318
Net cash provided by State Government.....	8,093	7,572	7,018	8,569	8,691	8,873	7,671
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(4,440)	(5,450)	(4,517)	(4,478)	(4,534)	(4,592)	(4,657)
Grants and subsidies.....	(1,046)	(556)	(822)	(1,388)	(1,389)	(1,389)	-
Supplies and services	(1,406)	(600)	(983)	(2,039)	(1,561)	(1,592)	(1,761)
Accommodation	(590)	(570)	(597)	(601)	(607)	(612)	(620)
Other payments.....	(1,241)	(441)	(1,910)	(690)	(716)	(762)	(793)
Receipts							
GST receipts.....	266	155	155	155	155	155	160
Other receipts	231	-	-	-	-	-	-
Net cash from operating activities	(8,226)	(7,462)	(8,674)	(9,041)	(8,652)	(8,792)	(7,671)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	-	(50)	-	-	-	-	-
Net cash from investing activities.....	-	(50)	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD							
	(133)	60	(1,656)	(472)	39	81	-
Cash assets at the beginning of the reporting period	2,931	2,361	2,798	1,142	670	709	790
Cash assets at the end of the reporting period	2,798	2,421	1,142	670	709	790	790

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

Division 20 South West Development Commission

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 23 Net amount appropriated to deliver services	1	1	1	1	1	1	1
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	214	218	218	223	226	229	234
Total appropriations provided to deliver services.....	215	219	219	224	227	230	235
TOTAL APPROPRIATIONS	215	219	219	224	227	230	235
EXPENSES							
Total Cost of Services.....	8,679	8,226	27,449	6,840	6,632	6,728	5,533
Net Cost of Services ^(a)	8,565	8,171	27,394	6,785	6,627	6,723	5,533
CASH ASSETS ^(b)	6,749	3,629	3,068	3,171	3,203	3,268	3,268

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	(1)	(32)	(65)	-
Royalties for Regions					
Community Chest Grant Scheme.....	-	555	278	279	-
Margaret River Main Street Redevelopment.....	5,490	-	-	-	-
Regional Grant Scheme.....	-	1,111	1,111	1,111	-
Transforming Bunbury Waterfront Stage 1	12,586	-	-	-	-

Significant Issues Impacting the Agency

- Population growth continues to be a major driver of the South West economy generating new demand for services.
- Developing new industries in the town of Collie will be a major focus.
- Innovation, creativity and technology are emerging as key operatives across the region.
- New investment in the agricultural sector suggests growth in dairy, beef and horticulture in the medium term.
- International trade remains a strong growth strategy for the South West.
- The ageing population is driving demand in housing and personal services, resulting in increased pressure on age-related health care and non-government services.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Regional Development	8,679	8,226	27,449	6,840	6,632	6,728	5,533
Total Cost of Services	8,679	8,226	27,449	6,840	6,632	6,728	5,533

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: An environment which is conducive to the balanced economic development of the South West Region:					
Customer satisfaction survey	91%	80%	85%	85%	

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

Services and Key Efficiency Indicators

1. Regional Development

To provide a regional development service which contributes to sustainable development within the South West through the provision of information, advice and support together with marketing and promotion of the region.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 8,679	\$'000 8,226	\$'000 27,449	\$'000 6,840	1
Less Income	114	55	55	55	
Net Cost of Service	8,565	8,171	27,394	6,785	
Employees (Full Time Equivalents).....	22	24	24	24	
Efficiency Indicators					
Average Cost per Hour of Service	\$178	\$203	\$203	\$204	

Explanation of Significant Movements

(Notes)

- The increase of \$19.2 million in the Total Cost of Service between 2015-16 Budget and 2015-16 Estimated Actual is due to increased funding from Royalties for Regions for the Regional Grant Scheme, Margaret River Main Street Redevelopment and Transforming Bunbury Waterfront (Stage 1) projects.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Other Works - Dolphin Discovery Centre ^(a)	12,290	1,229	1,229	8,603	2,458	-	-
COMPLETED WORKS							
Asset Replacement - 2015-16 Program.....	30	30	30	-	-	-	-
NEW WORKS							
Asset Replacement							
2016-17 Program	30	-	-	30	-	-	-
2017-18 Program	30	-	-	-	30	-	-
2018-19 Program	50	-	-	-	-	50	-
2019-20 Program	50	-	-	-	-	-	50
Total Cost of Asset Investment Program.....	12,480	1,259	1,259	8,633	2,488	50	50
FUNDED BY							
Internal Funds and Balances.....			30	30	30	50	50
Drawdowns from Royalties for Regions ^(b)			1,229	8,603	2,458	-	-
Total Funding.....			1,259	8,633	2,488	50	50

(a) The redevelopment of the Dolphin Discovery Centre will deliver improved facilities and enhance visitor experience and provide the State and region with a world class tourist destination.

(b) Funded from the Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The increase in Total Cost of Services between 2015-16 Budget and 2015-16 Estimated Actual is due to a funding increase from Royalties for Regions for the Regional Grant Scheme, Margaret River Main Street Redevelopment, and Transforming Bunbury Waterfront projects.

Statement of Financial Position

The Commission's total equity is expected to increase in 2016-17 due to asset investment in the redevelopment of the Dolphin Discovery Centre (Transforming Bunbury Waterfront project – Stage 1).

The decrease in other non-financial assets (non-current) between 2015-16 Budget and 2015-16 Estimated Actual represents fair value revaluations of property, plant, equipment and artefacts.

Statement of Cashflows

Cash assets at the end of 2016-17 Budget Estimate are \$3.2 million, primarily representing unexpended major project cash balances from prior years.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	2,775	3,191	3,191	3,267	3,266	3,321	3,355
Grants and subsidies ^(c)	4,028	3,266	21,605	1,766	1,489	1,489	100
Supplies and services.....	1,043	1,036	858	1,096	1,140	1,140	1,255
Accommodation.....	283	355	355	336	357	382	415
Depreciation and amortisation.....	186	132	132	132	132	132	132
Other expenses.....	364	246	1,308	243	248	264	276
TOTAL COST OF SERVICES	8,679	8,226	27,449	6,840	6,632	6,728	5,533
Income							
Grants and subsidies.....	47	50	50	50	-	-	-
Other revenue.....	67	5	5	5	5	5	-
Total Income	114	55	55	55	5	5	-
NET COST OF SERVICES	8,565	8,171	27,394	6,785	6,627	6,723	5,533
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	215	219	219	224	227	230	235
Resources received free of charge.....	26	-	-	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund.....	965	556	556	1,666	1,389	1,389	-
Regional Infrastructure and Headworks Fund.....	2,700	-	18,076	-	-	-	-
Regional and State-wide Initiatives.....	4,601	4,725	3,799	4,896	5,043	5,169	5,298
TOTAL INCOME FROM STATE GOVERNMENT	8,507	5,500	22,650	6,786	6,659	6,788	5,533
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(58)	(2,671)	(4,744)	1	32	65	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 22, 24 and 24 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Bunbury Marine Facilities.....	1,000	-	-	-	-	-	-
Community Chest Grant Scheme.....	370	-	-	555	278	278	-
Ferguson Valley Tourism Route.....	1,700	-	-	-	-	-	-
Margaret River Main Street Redevelopment....	-	-	5,490	-	-	-	-
Other Payments.....	731	2,766	2,766	100	100	100	100
Regional Grant Scheme.....	227	500	763	1,111	1,111	1,111	-
Transforming Bunbury Waterfront (Stage1).....	-	-	12,586	-	-	-	-
TOTAL	4,028	3,266	21,605	1,766	1,489	1,489	100

**STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)**

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	706	641	670	639	639	639	638
Restricted cash	6,043	2,988	2,398	2,532	2,564	2,629	2,630
Receivables	60	302	60	60	60	60	60
Other.....	3	40	3	3	3	3	3
Total current assets	6,812	3,971	3,131	3,234	3,266	3,331	3,331
NON-CURRENT ASSETS							
Holding account receivables.....	1,253	1,253	1,253	1,253	1,253	1,253	1,253
Property, plant and equipment.....	8,719	8,550	9,846	18,358	20,816	20,816	20,816
Intangibles	70	14	70	70	70	70	70
Other.....	1,803	1,786	741	730	730	730	730
Total non-current assets	11,845	11,603	11,910	20,411	22,869	22,869	22,869
TOTAL ASSETS	18,657	15,574	15,041	23,645	26,135	26,200	26,200
CURRENT LIABILITIES							
Employee provisions	532	410	432	432	432	432	432
Payables.....	30	13	29	29	29	29	29
Other.....	188	6	188	188	188	188	188
Total current liabilities	750	429	649	649	649	649	649
NON-CURRENT LIABILITIES							
Employee provisions	150	109	150	150	150	150	150
Other.....	1	1	1	1	1	1	1
Total non-current liabilities	151	110	151	151	151	151	151
TOTAL LIABILITIES.....	901	539	800	800	800	800	800
EQUITY							
Contributed equity	11,389	11,389	12,618	21,221	23,679	23,679	23,679
Accumulated surplus/(deficit).....	(4,872)	(7,490)	(9,616)	(9,615)	(9,583)	(9,518)	(9,518)
Reserves.....	11,239	11,136	11,239	11,239	11,239	11,239	11,239
Total equity	17,756	15,035	14,241	22,845	25,335	25,400	25,400
TOTAL LIABILITIES AND EQUITY	18,657	15,574	15,041	23,645	26,135	26,200	26,200

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	215	219	219	224	227	227	235
Royalties for Regions Fund:							
Regional Community Services Fund.....	965	556	556	1,666	1,389	1,389	-
Regional Infrastructure and Headworks Fund	2,700	-	19,305	8,603	2,458	-	-
Regional and State-wide Initiatives	4,601	4,725	3,799	4,896	5,043	5,169	5,298
Net cash provided by State Government.....	8,481	5,500	23,879	15,389	9,117	6,785	5,533
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(2,678)	(3,199)	(3,199)	(3,277)	(3,266)	(3,320)	(3,434)
Grants and subsidies.....	(4,007)	(3,266)	(21,605)	(1,766)	(1,489)	(1,489)	(100)
Supplies and services	(1,022)	(1,018)	(840)	(995)	(1,110)	(1,247)	(1,230)
Accommodation	(237)	(354)	(354)	(354)	(355)	(365)	(416)
Other payments.....	(1,066)	(538)	(538)	(496)	(562)	(434)	(483)
Receipts							
Grants and subsidies.....	-	50	50	50	-	-	-
GST receipts.....	778	180	180	180	180	180	180
Other receipts	124	5	5	5	5	5	-
Net cash from operating activities	(8,108)	(8,140)	(26,301)	(6,653)	(6,597)	(6,670)	(5,483)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(107)	(30)	(1,259)	(8,633)	(2,488)	(50)	(50)
Net cash from investing activities.....	(107)	(30)	(1,259)	(8,633)	(2,488)	(50)	(50)
NET INCREASE/(DECREASE) IN CASH HELD	266	(2,670)	(3,681)	103	32	65	-
Cash assets at the beginning of the reporting period	6,483	6,299	6,749	3,068	3,171	3,203	3,268
Cash assets at the end of the reporting period	6,749	3,629	3,068	3,171	3,203	3,268	3,268

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

Division 21 Wheatbelt Development Commission

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 24 Net amount appropriated to deliver services	1	1	1	1	1	1	1
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	218	223	223	227	227	227	227
Total appropriations provided to deliver services	219	224	224	228	228	228	228
TOTAL APPROPRIATIONS	219	224	224	228	228	228	228
EXPENSES							
Total Cost of Services	5,450	3,180	3,822	3,776	3,461	3,626	2,236
Net Cost of Services ^(a)	5,415	3,155	3,689	3,751	3,436	3,601	2,211
CASH ASSETS ^(b)	1,111	128	124	119	185	261	338

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	(1)	(11)	(23)	-
Royalties for Regions					
Avon Water Re-Use Project	229	-	-	-	-
Community Chest Grant Scheme	-	555	278	278	-
Regional Grant Scheme	314	1,111	1,111	1,111	-

Significant Issues Impacting the Agency

- The region's proximity to Perth and coastal amenity will see continued growth in some parts of the region. Economic and social restructuring is likely to continue in the Central East of the region. The Commission will continue to focus on activities that drive growth across diverse sectors through public and private investment.
- Population growth and investment in the peri-urban areas of the Avon Valley and Central Coast is expected to continue. The Commission will continue to work with the Shires of Dandaragan and Northam on the Regional Centres Development Plan (SuperTowns), as well as Narrogin, Merredin and the three centres of Moora, Wongan Hills and Dalwallinu in the Central Midlands on implementing their growth plans. Work has commenced on collaboration between the Shires of Dandaragan, Chittering and Gingin to address growth pressure issues to Perth's north.

- Employment growth in the Avon continues to support economic activity. Light to medium industrial development is a key driver in this growth. Light industry land assembly in the Avon is a short-term priority.
- Planning and project development for tourism and growth of agriculture in the Central Coast area will be a focus of the Commission.
- The Commission will:
 - continue to seek investment to implement the Regional Investment Blueprint;
 - continue to provide and facilitate regional leadership. In a region of over 100 communities across 43 local government authorities, it is imperative that regional economies of scale drive Commonwealth, State and private investment. This will ensure growth potential and investment are maximised;
 - facilitate investment in aged care housing on a sub-regional basis. The solution pursued will be consistent with new models of Commonwealth and State aged care funding;
 - focus on service delivery reform, particularly in education, health and aged care. These issues are influential in workforce and population attraction and retention;
 - continue its work to market the region as a place to live, work, visit and invest in partnership with groups such as Heartlands, Western Australia;
 - continue to contribute to public sector reform priorities with particular emphasis on the Regional Development Portfolio. Within its resources and delegated powers, the Commission will strive to achieve the best outcomes for the region and regional Western Australia;
 - continue to ensure quality information is provided to decision makers and stakeholders. Innovative relationships with universities, use of graduates and consultants and strategic direction driven by solid planning, will ensure maximum opportunity is created from available resources; and
 - continue to ensure quality delivery of high impact initiatives, by continuing to work with proponents to develop quality business cases and industry strategies.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	The benefits from sustainable development consistent with the expectations of the regional community flow to the people of the Wheatbelt.	1. Information and Promotion Services 2. Facilitation Services

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Information and Promotion Services.....	2,590	2,046	2,459	2,429	2,226	2,331	1,438
2. Facilitation Services	2,860	1,134	1,363	1,347	1,235	1,295	798
Total Cost of Services	5,450	3,180	3,822	3,776	3,461	3,626	2,236

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The benefits from sustainable development consistent with the expectations of the regional community flow to the people of the Wheatbelt:					
Satisfaction survey that the Commission is achieving its outcome - sample size.....	90	130	130	130	
Strongly Agree	20%	29%	30%	32%	
Agree	54%	66%	58%	60%	
Neither Agree or Disagree.....	1%	1%	1%	1%	
Disagree	3%	1%	1%	1%	
Strongly Disagree.....	1%	1%	1%	1%	
Don't Know	21%	2%	9%	5%	

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

Services and Key Efficiency Indicators

1. Information and Promotion Services

The provision of timely and accurate information to meet client need in developing the Wheatbelt region through the identification and promotion of the comparative advantages of the region, the diversification of industry and businesses, and by providing a central point for information and assistance.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 2,590	\$'000 2,046	\$'000 2,459	\$'000 2,429	1
Less Income	17	16	86	16	
Net Cost of Service	2,573	2,030	2,373	2,413	
Employees (Full Time Equivalents).....	8	6	10	10	
Efficiency Indicators					
Average Cost per Hour of Regional Development Service.....	\$126	\$124	\$119	\$118	
Average Cost per Program of Grants Conveyed.....	\$43,995	\$150,000	\$156,234	\$40,639	

Explanation of Significant Movements

(Notes)

- The increase in the Total Cost of Service between 2015-16 Budget and 2015-16 Estimated Actual is primarily due to a funding increase from Royalties for Regions (RfR) for the Regional Grant Scheme.

2. Facilitation Services

The provision of assistance, support and encouragement to clients, based around identified regional opportunities. Central to this service are activities that relate to the facilitation of the upgrading of infrastructure, provide encouragement and support to the development of new industries and facilitate the intensification, expansion and diversification of existing industries.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 2,860	\$'000 1,134	\$'000 1,363	\$'000 1,347	1
Less Income.....	18	9	47	9	
Net Cost of Service.....	2,842	1,125	1,316	1,338	
Employees (Full Time Equivalents).....	8	5	6	6	
Efficiency Indicators					
Average Cost per Hour of Regional Development Service.....	\$107	\$104	\$101	\$99	
Average Cost per Program of Grants Conveyed.....	\$43,588	\$135,000	\$57,753	\$22,534	2

Explanation of Significant Movements

(Notes)

- The increase in the Total Cost of Service between the 2015-16 Budget and the 2015-16 Estimated Actual is primarily due to a carryover of funding from RfR for the Avon Re-use Project.
- The decrease in the Average Cost per Program of Grants Conveyed between the 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target is due to the greater number of grants delivered, resulting in a lower average cost.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Computer and Office Equipment Replacement 2015-16 Program.....	41	41	41	-	-	-	-
NEW WORKS							
Computer and Office Equipment Replacement 2016-17 Program.....	41	-	-	41	-	-	-
2017-18 Program.....	41	-	-	-	41	-	-
2018-19 Program.....	41	-	-	-	-	41	-
2019-20 Program.....	41	-	-	-	-	-	41
Total Cost of Asset Investment Program.....	205	41	41	41	41	41	41
FUNDED BY							
Internal Funds and Balances.....			41	41	41	41	41
Total Funding.....			41	41	41	41	41

Financial Statements

Income Statement

Expenses

The 2016-17 Budget Estimate for grants and subsidies expenditure is \$1.6 million, an increase of \$608,000 (63%) compared to the 2015-16 Estimated Actual. This is due to increase spending in 2016-17 for the Regional Grant Scheme and the Community Chest Grant Scheme.

Income

The 2016-17 Budget Estimate of \$3.8 million which is an increase of \$681,000 compared to the 2015-16 Estimated Actual, is due to increase funding for the Regional Grant Scheme and the Community Chest Grant Scheme in 2016-17.

Statement of Cashflows

The closing cash balance for the 2016-17 Budget Estimate is \$119,000, a decrease of \$5,000 (4.03%) from the 2015-16 Estimated Actual. This is due to the completion of projects funded by RfR.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	1,847	1,703	1,798	1,602	1,462	1,552	1,484
Grants and subsidies ^(c)	2,665	706	971	1,579	1,302	1,302	-
Supplies and services	480	389	652	216	296	343	313
Accommodation	116	123	133	124	129	130	130
Depreciation and amortisation	50	51	33	40	49	42	44
Other expenses	292	208	235	215	223	257	265
TOTAL COST OF SERVICES	5,450	3,180	3,822	3,776	3,461	3,626	2,236
Income							
Other revenue	35	25	133	25	25	25	25
Total Income	35	25	133	25	25	25	25
NET COST OF SERVICES	5,415	3,155	3,689	3,751	3,436	3,601	2,211
INCOME FROM STATE GOVERNMENT							
Service appropriations	219	224	224	228	228	228	228
Resources received free of charge	26	20	26	26	26	26	26
Royalties for Regions Fund:							
Regional Community Services Fund	3,304	1,058	1,058	1,666	1,389	1,389	-
Regional and State-wide Initiatives	1,768	1,820	1,820	1,889	1,946	1,995	2,045
TOTAL INCOME FROM STATE GOVERNMENT	5,317	3,122	3,128	3,809	3,589	3,638	2,299
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(98)	(33)	(561)	58	153	37	88

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

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Community Chest Grant Scheme	355	150	101	479	202	202	-
Creating Age-Friendly Communities in Small Towns	1,469	-	-	-	-	-	-
Regional Grant Scheme	841	556	870	1,100	1,100	1,100	-
TOTAL	2,665	706	971	1,579	1,302	1,302	-

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	17	128	2	29	69	138	171
Restricted cash	1,094	-	122	90	116	123	167
Holding account receivables	19	19	19	19	19	19	19
Receivables	255	-	-	-	-	-	-
Other	12	-	-	-	-	-	-
Total current assets	1,397	147	143	138	204	280	357
NON-CURRENT ASSETS							
Holding account receivables	80	80	80	80	80	80	80
Property, plant and equipment	17	16	17	20	21	24	25
Intangibles	-	8	8	8	5	5	2
Other	98	108	99	97	90	86	87
Total non-current assets	195	212	204	205	196	195	194
TOTAL ASSETS	1,592	359	347	343	400	475	551
CURRENT LIABILITIES							
Employee provisions	226	136	179	108	85	82	80
Payables	45	537	1	1	1	1	1
Other	618	39	47	47	47	47	47
Total current liabilities	889	712	227	156	133	130	128
NON-CURRENT LIABILITIES							
Employee provisions	165	146	143	152	79	120	110
Total non-current liabilities	165	146	143	152	79	120	110
TOTAL LIABILITIES	1,054	858	370	308	212	250	238
EQUITY							
Contributed equity	75	75	75	75	75	75	75
Accumulated surplus/(deficit)	463	(574)	(98)	(40)	113	150	238
Total equity	538	(499)	(23)	35	188	225	313
TOTAL LIABILITIES AND EQUITY	1,592	359	347	343	400	475	551

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	219	224	224	228	228	228	228
Royalties for Regions Fund:							
Regional Community Services Fund.....	3,041	1,058	1,058	1,666	1,389	1,389	-
Regional and State-wide Initiatives.....	1,768	1,820	1,820	1,889	1,946	1,995	2,045
Net cash provided by State Government.....	5,028	3,102	3,102	3,783	3,563	3,612	2,273
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,831)	(1,742)	(1,842)	(1,616)	(1,507)	(1,513)	(1,498)
Grants and subsidies.....	(2,669)	(706)	(1,330)	(1,579)	(1,302)	(1,302)	-
Supplies and services.....	(369)	(389)	(773)	(190)	(270)	(292)	(287)
Accommodation.....	(121)	(116)	(125)	(116)	(121)	(121)	(130)
Other payments.....	(614)	(261)	(312)	(336)	(346)	(357)	(330)
Receipts							
Sale of goods and services.....	1	-	-	-	-	-	-
GST receipts.....	123	65	201	65	65	65	65
Other receipts.....	35	25	133	25	25	25	25
Net cash from operating activities.....	(5,445)	(3,124)	(4,048)	(3,747)	(3,456)	(3,495)	(2,155)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(13)	(41)	(41)	(41)	(41)	(41)	(41)
Net cash from investing activities.....	(13)	(41)	(41)	(41)	(41)	(41)	(41)
NET INCREASE/(DECREASE) IN CASH HELD.....	(430)	(63)	(987)	(5)	66	76	77
Cash assets at the beginning of the reporting period.....	1,541	191	1,111	124	119	185	261
Cash assets at the end of the reporting period.....	1,111	128	124	119	185	261	338

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

Division 22 Lands

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 25 Net amount appropriated to deliver services	42,167	38,941	47,702	48,099	31,808	28,099	28,347
Total appropriations provided to deliver services.....	42,167	38,941	47,702	48,099	31,808	28,099	28,347
ADMINISTERED TRANSACTIONS							
Item 26 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	-	-	-	2,000	-	-	-
CAPITAL							
Item 128 Capital Appropriation.....	1,427	3,456	3,456	2,588	-	-	-
TOTAL APPROPRIATIONS	43,594	42,397	51,158	52,687	31,808	28,099	28,347
EXPENSES							
Total Cost of Services.....	52,572	50,819	60,765	60,949	41,063	36,522	36,770
Net Cost of Services ^(a)	30,407	47,851	57,765	57,981	38,095	33,554	33,802
CASH ASSETS ^{(b) (c)}.....	18,902	15,959	112,313	173,065	227,332	281,749	306,749

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

(b) As at 30 June each financial year.

(c) Cash Assets between 2015-16 Budget and 2019-20 Forward Estimate includes notional cash receipts from the sale of agency freehold land holdings amounting to \$292.8 million.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Finalising Closure of the Wittenoom Townsite	-	3,402	1,428	-	-
Indian Ocean Territories Service Delivery Arrangements	32	-	-	-	-
Land Asset Management Unit Additional Resources	-	253	258	265	271
Lands Reform Program - Phase 2	-	1,147	-	-	-
Northampton Lead Tailings Project - Phase 2.....	250	4,500	2,620	100	-
Pastoral Lease Renewal Program - Compensation for Lawful Improvements	8,511	813	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(10)	(193)	(366)	(554)
Royalties for Regions					
Modernising the Framework for Western Australia's Crown Land.....	1,040	1,021	-	-	-
Regional Workers Incentive Allowance Payments.....	-	-	-	-	4

Significant Issues Impacting the Agency

- The Government's Land Asset Sales Program (LASP) is being coordinated by the Department's Land Asset Management Unit. LASP is intended to manage the divestment of surplus or underutilised State property assets with the structured determination of highest and best use. The priorities for 2016-17 will be to strengthen the identification and strategic assessment phase of property sales and to formalise guidelines for government property asset divestment. The Department will continue to manage the Divestment Fund and address unsolicited bids on State land in accordance with the Unsolicited Bids Guideline for the Sale or Lease of State-Owned Land.
- The townsite of Northampton is contaminated by historical lead tailings derived from a former State battery site 1km from town. This presents a human health risk, particularly to young children. The Department is leading a whole-of-government response to remediate the contamination. Phase 1 of the project included investigation into the distribution and extent of the tailings within the townsite, with 123 properties identified to contain contamination. The Department is now preparing for Phase 2 of the project which involves removal and safe disposal of the tailings. A team consisting of representatives from the Departments of Lands, Health, Environment Regulation and Mines and Petroleum will oversee this project. A budget of \$7.5 million commencing in 2015-16, has been allocated to the Department, for this project.
- The Department is leading a State Government management response to the asbestos contamination risks posed by the Wittenoom Asbestos Management Area which covers 46,840 hectares of land. The area is contaminated with free crocidolite (blue asbestos) fibres, derived from mining tailings that have remained since mine sites were closed in 1966. In 2016-17, the Department will focus on finalising the closure of the Wittenoom townsite, continuing engagement with the Traditional Owners of the area and determining the most appropriate strategy for managing the contamination risk in the area. A budget of \$4.8 million across 2016-17 and 2017-18 has been provided to finalise the closure of the townsite.
- The Department is responsible for managing a range of risks over 37% of the State that is unallocated Crown land or unmanaged reserves, including those posed by bushfire. The Department will continue to work closely with both the Departments of Parks and Wildlife and Fire and Emergency Services to manage these risks in accordance with the Bushfire Risk Management Planning regime.
- In 2014-15, the Department commenced a major reform initiative to optimise Crown land administration through removing inconsistencies and inefficiencies in the *Land Administration Act 1997* and its operation with other land management Acts. This reform will continue in 2016-17 resulting in an improved and more efficient Crown land administration system for the State of Western Australia, including better utilisation of and faster access to Crown land for industry and the community. Royalties for Regions funding of \$1 million per annum in 2015-16 and 2016-17 has been allocated to complete these reforms.
- In 2016-17, the Department will continue to progress land tenure reforms that propose to provide pastoralists with avenues for economic diversification, improved security of tenure and promote sustainable economic development in the Rangelands.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Security of land tenure.	1. Crown Land Administration
	Optimise the value of the State's land assets.	2. Preparation for Sale of State-owned Land Assets

The services and outcomes above were adopted in 2016, following a review of the Department's Outcome Based Management Structure.

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Crown Land Administration	50,784	39,232	49,102	48,994	36,929	32,326	32,511
2. Preparation for Sale of State-owned Land Assets	1,788	11,587	11,663	11,955	4,134	4,196	4,259
Total Cost of Services	52,572	50,819	60,765	60,949	41,063	36,522	36,770

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Security of Land Tenure:					
Percentage of customers satisfied that the Department has provided security of land tenure	n/a	n/a	75%	75%	
Percentage of documents lodged, for registration, with errors ^(b)	11%	n/a	6%	6%	
Outcome: Optimise the value of the State's land assets:					
Sale price of Crown land sold (\$ million) ^(c)	\$35.5	\$66.4	\$45.1	\$45	1

(a) New key effectiveness indicators were adopted in 2016. Therefore, 2014-15 Actual and 2015-16 Budget figures have only been provided, for comparability purposes, where data was available to retrospectively calculate the results.

(b) This key effectiveness indicator reflects the percentage of Crown land documents lodged at the Western Australian Land Information Authority (Landgate) that contain errors.

(c) This key effectiveness indicator reflects the total administered Crown land sales recognised during the financial year.

Explanation of Significant Movements

(Notes)

- The 2015-16 Estimated Actual and 2016-17 Budget Target are lower than the 2015-16 Budget, to reflect changes in the timing of de-constraining and delivering land assets to market, as well as movement in market sentiment.

Services and Key Efficiency Indicators

1. Crown Land Administration

The Department administers and manages Crown land to support the needs of the community of Western Australia and to deliver primary land tenure for strategic infrastructure projects.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 50,784	\$'000 39,232	\$'000 49,102	\$'000 48,994	1
Less Income.....	22,165	2,968	3,000	2,968	2
Net Cost of Service.....	28,619	36,264	46,102	46,026	
Employees (Full Time Equivalents).....	170	188	186	200	
Efficiency Indicators					
Operational Cost per Crown Land Action ^(a)	\$11,575	n/a	\$14,334	\$15,086	3

(a) This key efficiency indicator was adopted in 2016. Therefore, a 2015-16 Budget figure has not been provided. A 2014-15 Actual figure has been calculated retrospectively, for comparability purposes.

Explanation of Significant Movements

(Notes)

1. The increase in expenditure between 2015-16 Budget and 2015-16 Estimated Actual predominantly relates to compensation payments to eligible pastoral lessees for lawful improvements, as well as hazard remediation on exclusion areas and non-renewed pastoral leases, amounting to \$8.5 million.

The increase in expenditure between 2015-16 Budget and 2016-17 Budget Target is mostly attributed to the Finalising Closure of the Wittenoom Townsite project (\$3.4 million) and Phase 2 of the Northampton Lead Tailings project (\$4.5 million).

2. 2014-15 Actual income includes the reversal of a previously recognised impairment loss amounting to \$18.4 million. The reversal was attributed to an increase in the value of pastoral land following valuations performed by the Western Australian Land Information Authority (Landgate) Valuation Services.
3. It is expected that the Operational Cost per Crown Land Action will increase between 2014-15 and 2015-16. This increase stems from a decline in the number of documents lodged at Landgate, reflective of a general decline in economic conditions in Western Australia, coupled with an increase in hazard remediation costs and overhead costs associated with progressing the Department's Reform Program.

2. Preparation for Sale of State-owned Land Assets

The Department administers the Government's Land Asset Sales Program, whereby surplus or underutilised State owned ^(a) land assets are identified and prepared for sale. Sale of land enables the assets to be used for a higher and/or better use in a way that unlocks the full potential of the assets for the betterment of Western Australia.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,788	\$'000 11,587	\$'000 11,663	\$'000 11,955	1
Less Income.....	-	-	-	-	
Net Cost of Service.....	1,788	11,587	11,663	11,955	
Employees (Full Time Equivalents).....	10	15	16	19	
Efficiency Indicators					
State-owned Land Sold Against the Cost of Sale Preparation ^(b)					
Value Uplift Generated by Divestment Fund – Regional Areas.....	n/a	n/a	5%	5%	2
Value Uplift Generated by Divestment Fund – Metropolitan Areas.....	n/a	n/a	10%	10%	

(a) State owned land consists both Crown and freehold land. Crown land is administered on behalf of the State by Lands-Administered. However, as the Department does not deal with freehold land, rather as freehold land is owned by other agencies, the Department provides assistance for them to assess highest and best use and to implement any divestment decision made by that assessment.

(b) This key efficiency indicator was adopted in 2016. Therefore, a 2015-16 Budget figure has not been provided. A 2014-15 Actual figure has also not been provided as calculation of the key efficiency indicator is based on utilisation of the Divestment Fund, which only came into effect in 2015-16.

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service in 2015-16 and 2016-17 includes Divestment Fund expenditure of \$8.3 million per annum. The Divestment Fund was introduced during the 2015-16 Budget, to enable de-constraining and value uplift of land assets prior to sale.
2. The 2016-17 Budget Target reflects the minimum acceptable standard of value uplift generated by the Divestment Fund.

Asset Investment Program

The Department will continue with a project to digitise State land records in 2016-17. This project commenced in 2015-16 with a total budget allocation of \$2.5 million. Upon completion, over 28,000 paper based Crown land records will be converted to electronic format to mitigate the risk of information loss or damage and to improve the efficiency of Land Officers in retrieving information and responding to Crown land actions.

Implementation of a Workflow Management System will continue, with \$2.2 million of the total \$3.5 million budget allocated to 2016-17. Once complete, the Workflow Management System will modernise and improve the integrity and efficiency of land tenure administration.

An Asset Investment Plan for 2016-17 to 2021-22 is in the process of being developed. Approved asset investment requirements for this period will be reflected in the 2017-18 Budget Papers.

Lands-Administered

On behalf of the State, \$2 million will be spent on land to be converted to Crown land and transferred to the Department of Education for the future expansion of Highgate Primary School.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Digitisation of State Land Records	2,515	2,437	2,437	78	-	-	-
Shared Information and Communications Technology Framework.....	388	38	-	350	-	-	-
Workflow Management System.....	3,458	1,298	1,298	2,160	-	-	-
COMPLETED WORKS							
Asset Replacement - 2015-16 Program.....	14	14	14	-	-	-	-
NEW WORKS							
Asset Replacement - 2016-17 Program.....	14	-	-	14	-	-	-
Purchase of Land ^(a)	2,000	-	-	2,000	-	-	-
Total Cost of Asset Investment Program.....	8,389	3,787	3,749	4,602	-	-	-
FUNDED BY							
Administered Funds			-	2,000	-	-	-
Capital Appropriation			3,456	2,588	-	-	-
Drawdowns from the Holding Account.....			14	14	-	-	-
Internal Funds and Balances.....			279	-	-	-	-
Total Funding.....			3,749	4,602	-	-	-

(a) Administered Asset Investment Program.

Financial Statements

Income Statement

Expenses

Total Cost of Services has increased by \$9.9 million between 2015-16 Budget and 2015-16 Estimated Actual. This increase predominantly stems from the 2015 Pastoral Lease Renewal Program. Expenditure of \$7.8 million will be incurred in 2015-16 in respect of compensation payments to eligible pastoral lessees for lawful improvements, with a further \$0.7 million to be spent on hazard remediation in exclusion areas and non-renewed pastoral leases. The increase in Total Cost of Services is also attributed to the Modernising the Framework for Western Australia's Crown Land project (\$1 million) funded through Royalties for Regions.

The 2016-17 Budget Estimate has increased by \$10.1 million from the 2015-16 Budget. Key initiatives contributing to the increase in Total Cost of Services include:

- Finalising Closure of the Wittenoom Townsite project (\$3.4 million);
- Phase 2 of the Northampton Lead Tailings project (\$4.5 million); and
- Completion of the Department's Reform Program (\$1.1 million).

Income

The 2014-15 Actual income was considerably high when compared to income estimates for 2015-16 and the forward estimates period. This difference mainly resulted from the reversal of a previously recognised impairment loss on pastoral land, amounting to \$18.4 million. The reversal reflects an increase to the value of pastoral land in 2014-15 in accordance with valuations performed by the Western Australian Land Information Authority (Landgate) Valuation Services.

Regulatory fees and fines were higher than anticipated in 2014-15, driven by an increase in Crown licence fees associated with resource projects in the North of Western Australia.

Statement of Financial Position

Cash assets significantly increase between 2015-16 Estimated Actual and 2019-20 Forward Estimate. This increase is attributed to the recognition of the notional¹ total of \$292.8 million from the sale of agency (whole-of-government) land holdings between 2015-16 and 2019-20. Similarly, property, plant and equipment reduce between 2015-16 Estimated Actual and 2019-20 Forward Estimate to reflect the notional reduction in agency (whole-of-government) land assets.

Statement of Cashflows

Service appropriations have increased by \$8.8 million between 2015-16 Budget and 2015-16 Estimated Actual. This increase mainly reflects an appropriation of \$7.8 million provided by the State Government to meet statutory compensation payments to pastoral lessees for lawful improvements on exclusion areas and non-renewed pastoral leases. The 2016-17 Budget Estimate has increased by \$9.1 million from the 2015-16 Budget, to reflect appropriations for the Finalising Closure of the Wittenoom Townsite project (\$1.7 million), Phase 2 of the Northampton Lead Tailings project (\$4.5 million) and completion of the Department's Reform Program (\$1.1 million).

Notional¹ proceeds from agency (whole-of-government) land sales are reflected in cash flows from investing activities, with a \$292.8 million increase between 2015-16 Estimated Actual and 2019-20 Forward Estimate.

¹ The Department has recognised a notional Land Asset Sales Target on behalf of all State government departments expected to assess freehold land they may own as surplus to requirements.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	20,012	23,551	24,484	25,713	21,227	20,558	20,842
Grants and subsidies ^(c)	15,280	2,268	10,070	5,591	2,268	2,268	2,268
Supplies and services.....	10,831	19,342	20,165	24,336	12,341	8,294	8,213
Accommodation.....	2,416	2,192	2,197	2,657	2,564	2,549	2,602
Depreciation and amortisation.....	30	14	14	14	14	-	-
Other expenses.....	4,003	3,452	3,835	2,638	2,649	2,853	2,845
TOTAL COST OF SERVICES	52,572	50,819	60,765	60,949	41,063	36,522	36,770
Income							
Sale of goods and services.....	13	-	-	-	-	-	-
Regulatory fees and fines.....	1,480	90	90	90	90	90	90
Grants and subsidies.....	48	-	-	-	-	-	-
Other revenue ^(d)	20,624	2,878	2,910	2,878	2,878	2,878	2,878
Total Income	22,165	2,968	3,000	2,968	2,968	2,968	2,968
NET COST OF SERVICES	30,407	47,851	57,765	57,981	38,095	33,554	33,802
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	42,167	38,941	47,702	48,099	31,808	28,099	28,347
Resources received free of charge.....	5,457	5,188	5,188	5,318	5,451	5,451	5,451
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,343	2,009	1,754	2,094	778	4	4
Regional Infrastructure and Headworks Fund.....	694	-	569	808	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	49,661	46,138	55,213	56,319	38,037	33,554	33,802
SURPLUS/(DEFICIENCY) FOR THE PERIOD	19,254	(1,713)	(2,552)	(1,662)	(58)	-	-

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 180, 202 and 219 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

(d) In 2014-15, the Department reversed a previously recognised impairment loss on pastoral land amounting to \$18.4 million, to reflect recent valuations performed by Landgate.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Anketell Port and Strategic Industrial Area							
Compensation for Land Acquisition.....	-	1,818	1,818	1,818	1,818	1,818	1,818
Compensation to Native Title Holders.....	14,830	-	-	-	-	-	-
Finalising Closure of the Wittenoom Townsite ...	-	-	-	3,010	-	-	-
Fire Risk Management Contribution.....	450	450	450	450	450	450	450
Pastoral Lease Renewal Program							
Compensation for Lawful Improvements.....	-	-	7,802	313	-	-	-
TOTAL	15,280	2,268	10,070	5,591	2,268	2,268	2,268

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets ^(b)	11,011	12,814	105,928	168,340	222,607	277,024	302,024
Restricted cash	7,135	2,661	5,629	3,969	3,969	3,969	3,969
Receivables	568	1,403	568	568	568	568	568
Other.....	103	291	183	333	433	433	433
Total current assets	18,817	17,169	112,308	173,210	227,577	281,994	306,994
NON-CURRENT ASSETS							
Holding account receivables.....	1,449	2,342	1,902	2,368	2,862	3,357	3,852
Property, plant and equipment.....	140,937	162,266	140,937	140,937	140,923	140,923	140,923
Land held by Agencies (Land Asset Sales Program Estimates) ^(c)	-	(11,085)	(96,389)	(158,951)	(213,368)	(267,785)	(292,785)
Intangibles	-	3,735	3,735	5,973	5,973	5,973	5,973
Restricted cash	756	484	756	756	756	756	756
Other.....	-	-	-	350	350	350	350
Total non-current assets	143,142	157,742	50,941	(8,567)	(62,504)	(116,426)	(140,931)
TOTAL ASSETS	161,959	174,911	163,249	164,643	165,073	165,568	166,063
CURRENT LIABILITIES							
Employee provisions	2,776	2,929	2,776	2,776	2,776	2,776	2,776
Payables	6	88	6	6	6	6	6
Other.....	3,514	647	3,447	3,449	3,457	3,457	3,457
Total current liabilities	6,296	3,664	6,229	6,231	6,239	6,239	6,239
NON-CURRENT LIABILITIES							
Employee provisions	1,650	1,510	2,103	2,569	3,049	3,544	4,039
Other.....	15	10	15	15	15	15	15
Total non-current liabilities	1,665	1,520	2,118	2,584	3,064	3,559	4,054
TOTAL LIABILITIES	7,961	5,184	8,347	8,815	9,303	9,798	10,293
EQUITY							
Contributed equity	256,283	303,715	259,739	262,327	262,327	262,327	262,327
Accumulated surplus/(deficit).....	(107,724)	(133,988)	(110,276)	(111,938)	(111,996)	(111,996)	(111,996)
Reserves.....	5,439	-	5,439	5,439	5,439	5,439	5,439
Total equity	153,998	169,727	154,902	155,828	155,770	155,770	155,770
TOTAL LIABILITIES AND EQUITY	161,959	174,911	163,249	164,643	165,073	165,568	166,063

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

(b) Cash assets increase by \$96.4 million in 2015-16, \$62.6 million in 2016-17, \$54.4 million in 2017-18, \$54.4 million in 2018-19 and \$25 million in 2019-20 to reflect the notional receipt of cash from the sale of agency freehold land holdings in 2015-16 and the forward estimate years.

(c) A notional reduction for the sale of freehold land assets held by other agencies (whole-of-government land sales) reflecting Land Asset Sales Program estimates.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	42,153	38,474	47,235	47,619	31,314	27,604	27,852
Capital appropriation.....	1,427	3,456	3,456	2,588	-	-	-
Holding account drawdowns.....	14	14	14	14	-	-	-
Royalties for Regions Fund: Regional Community Services Fund.....	1,343	2,009	1,754	2,094	778	4	4
Regional Infrastructure and Headworks Fund.....	694	-	569	808	-	-	-
Net cash provided by State Government.....	45,631	43,953	53,028	53,123	32,092	27,608	27,856
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(18,886)	(23,097)	(24,031)	(25,247)	(20,747)	(20,063)	(20,347)
Grants and subsidies.....	(15,280)	(2,268)	(10,070)	(5,591)	(2,268)	(2,268)	(2,268)
Supplies and services.....	(3,056)	(14,301)	(15,124)	(19,166)	(7,038)	(2,843)	(2,762)
Accommodation.....	(2,356)	(2,192)	(2,197)	(2,657)	(2,564)	(2,549)	(2,602)
Other payments.....	(6,366)	(4,252)	(4,634)	(3,486)	(3,441)	(3,701)	(3,693)
Receipts ^(b)							
Regulatory fees and fines.....	2,115	90	90	90	90	90	90
Grants and subsidies.....	48	-	32	-	-	-	-
GST receipts.....	2,221	799	799	848	848	848	848
Other receipts.....	2,655	2,878	2,878	2,878	2,878	2,878	2,878
Net cash from operating activities.....	(38,905)	(42,343)	(52,257)	(52,331)	(32,242)	(27,608)	(27,856)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	-	(3,470)	(3,749)	(2,602)	-	-	-
Proceeds from sale of non-current assets ^(c)	-	11,085	96,389	62,562	54,417	54,417	25,000
Net cash from investing activities.....	-	7,615	92,640	59,960	54,417	54,417	25,000
NET INCREASE/(DECREASE) IN CASH HELD.....	6,726	9,225	93,411	60,752	54,267	54,417	25,000
Cash assets at the beginning of the reporting period.....	13,889	6,734	18,902	112,313	173,065	227,332	281,749
Net cash transferred to/from other agencies.....	(1,713)	-	-	-	-	-	-
Cash assets at the end of the reporting period.....	18,902	15,959	112,313	173,065	227,332	281,749	306,749

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

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

(c) Notional proceeds from the sale of freehold land assets held by other agencies in 2015-16 and the forward estimates period.

NET APPROPRIATION DETERMINATION ^(a)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Regulatory Fees and Fines							
Regulatory Fees and Fines.....	2,115	90	90	90	90	90	90
Grants and Subsidies							
Indian Ocean Territories Service Delivery Arrangement.....	48	-	32	-	-	-	-
GST Receipts							
GST Input Credits	824	330	330	379	379	379	379
GST Receipts on Sales	1,397	469	469	469	469	469	469
Other Receipts							
Pastoral Leases	2,579	2,756	2,756	2,756	2,756	2,756	2,756
Proceeds from Rental Properties.....	21	100	100	100	100	100	100
Other Receipts.....	55	22	22	22	22	22	22
TOTAL	7,039	3,767	3,799	3,816	3,816	3,816	3,816

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
INCOME							
Other							
Appropriations ^(a)	-	-	-	2,000	-	-	-
Other Revenue ^(b)	169,652	15,360	15,360	15,361	15,361	15,361	15,361
Sale of Land ^(c)	35,455	66,415	45,106	44,960	44,960	58,389	50,000
TOTAL ADMINISTERED INCOME	205,107	81,775	60,466	62,321	60,321	73,750	65,361
EXPENSES							
Other							
Employee Expenses.....	830	769	901	923	937	951	965
Impairment Losses ^(d)	335,983	-	-	-	-	-	-
Other Expenses ^(e)	16,930	6,123	5,991	8,065	6,023	2,500	2,476
Payments to Consolidated Account.....	53,467	115,448	94,139	70,247	70,247	70,280	61,891
TOTAL ADMINISTERED EXPENSES	407,210	122,340	101,031	79,235	77,207	73,731	65,332

(a) Appropriation provided for the purchase of land.

(b) Other Revenue includes \$145.2 million in net assets transferred from other government departments in 2014-15.

(c) Represents Crown Land Sales.

(d) An impairment loss was recognised in 2014-15, following land valuations performed by the Western Australian Land Information Authority (Valuation Services).

(e) Other Expenses include \$2 million relating to the transfer of land to the Department of Education in 2016-17.

Agency Special Purpose Account Details

DAMPIER TO BUNBURY NATURAL GAS PIPELINE CORRIDOR SPECIAL PURPOSE ACCOUNT

Account Purpose: The Dampier to Bunbury Natural Gas Pipeline Corridor Special Purpose Account provides funds for the widening of the original corridor through the purchase of land and easement over land.

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	26,610	28,153	26,848	23,079
Receipts:				
Other	1,970	1,556	1,556	1,556
	28,580	29,709	28,404	24,635
Payments	1,732	5,325	5,325	5,403
CLOSING BALANCE	26,848	24,384	23,079	19,232

Western Australian Land Authority

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

Asset Investment Program

The Western Australian Land Authority (LandCorp) is the State Government's land and property development agency.

A key objective for LandCorp is to realise the potential of land and infrastructure development for all Western Australians. This is achieved by delivering new and revitalised residential and economic centres throughout the State. Areas of responsibility include managing and facilitating strategic and complex land developments through delivery of priority State Government projects. A number of LandCorp projects of a significant value are delivered through partnering with the private sector to maximise social, economic and environmental outcomes.

The planned Asset Investment Program for 2016-17 of \$298.5 million is targeted towards achieving project milestones (such as securing key approvals to enable future land releases, or actual land release to the market) to meet the needs of communities throughout Western Australia. Major programs include:

- \$31.5 million will be invested in the Economic and Employment Lands program. This program provides land and infrastructure for strategic, special and general industries throughout the State. The provision of this land facilitates economic growth, business investment, sector diversification and employment. There are a number of significant projects within this program including: Western Trade Coast (comprising the Kwinana Industrial Area, the Australian Marine Complex, Latitude 32 and Rockingham Industry Zones), Meridian Park (Neerabup), Crossroad Industrial Estate (Forrestdale), Anketell (Karratha), Ashburton North (Onslow) and Boodarie (Port Hedland).
- \$131.6 million will be invested in the Metropolitan program. This program creates land for commercial investment in activity centres, urban renewal and infill projects throughout Perth. The program also enables people to invest in new homes in master planned estates which combine town centres, business and residential land in one location. Significant projects in the program include: Cockburn Central West, Cockburn Coast Redevelopment, Alkimos City Centre, Mangles Bay, Claremont North East Redevelopment, Jolimont Redevelopment, Swan Districts Hospital Redevelopment, Bassendean Town Centre Redevelopment and Shenton Park Health Campus Redevelopment.
- \$135.4 million will be invested in the Regional program (with \$42.7 million from the Royalties for Regions Fund). This program creates land to meet the needs of regional Western Australia and spans the residential, industrial and commercial property sectors of local communities. Significant projects include Pilbara Cities, Onslow, Kununurra, Broome, Geraldton, Collie, Bunbury and Albany. There is also targeted investment in a number of communities through the Regional Development Assistance Program to meet the residential and industrial land needs of local economies encouraging growth and attracting private investment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Development of Land							
Economic and Employment Land Program							
Industry and Infrastructure Acquisition and Development.....							
	1,090,436	981,486	63,064	31,472	31,871	28,923	16,684
Metropolitan Program							
Perth and Peel Land Acquisition and Development.....							
	1,555,003	979,752	111,182	131,597	135,792	148,251	159,611
Regional Program							
Regional Land Acquisition and Development ^(a)							
	1,897,149	1,490,359	136,700	135,423	94,559	115,487	61,321
Total Cost of Asset Investment Program.....	4,542,588	3,451,597	310,946	298,492	262,222	292,661	237,616
FUNDED BY							
Capital Appropriation.....			-	-	-	40,000	-
Asset Sales.....			444	-	-	-	-
Borrowings.....			160,350	66,237	59,731	-	-
Internal Funds and Balances.....			49,156	189,597	164,385	206,150	188,916
Drawdowns from Royalties for Regions Fund ^{(b) (c)}			100,996	42,658	38,106	46,511	48,700
Total Funding.....			310,946	298,492	262,222	292,661	237,616

(a) Funded from the Royalties for Regions Fund.

(b) Regional Infrastructure and Headworks Fund.

(c) Country Local Government Fund.

Division 23 Western Australian Land Information Authority

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

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 27 Net amount appropriated to deliver services	28,368	29,216	29,216	31,029	32,147	31,508	32,426
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	318	328	328	337	347	356	365
- Transfer of Land Act 1893	1,390	-	35	-	-	-	-
Total appropriations provided to deliver services.....	30,076	29,544	29,579	31,366	32,494	31,864	32,791
CAPITAL							
Capital Appropriation	220	-	-	-	-	-	-
TOTAL APPROPRIATIONS	30,296	29,544	29,579	31,366	32,494	31,864	32,791
EXPENSES							
Total Cost of Services	142,910	157,153	158,976	141,314	133,627	130,427	137,958
Net Cost of Services ^(a)	697	12,838	27,942	5,703	(461)	(20,237)	(36,218)
CASH ASSETS ^(b)	77,094	68,158	57,859	68,081	86,436	92,796	118,434

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Revised 1.5% Public Sector Wages Policy	-	(35)	(706)	(1,349)	(2,075)
Strategic Development Plan (2016-17 to 2019-20) ^(a)	3,067	(11,746)	(14,360)	(17,144)	(18,545)

(a) The decrease in expenditure results from transitioning to a new business operating model as part of the agency's reform initiatives and the subsequent savings which are expected to continue into the forward estimates.

Significant Issues Impacting the Agency

- The Western Australian Land Information Authority (Landgate) is reforming the *Strata Titles Act 1985* to support more flexible and affordable housing options for Western Australia's growing population. To date, extensive public consultation and preparation work has led to Cabinet approving the drafting of legislative amendments. The Strata Reform Bill is expected to be introduced into Parliament in the second half of 2016. Landgate will continue consultation with public and industry stakeholders and will progress the system, policy and business process changes required to support the reforms, both at Landgate and other agencies.
- Landgate will continue to promote a faster, safer and more efficient e-conveyancing process by supporting uptake of PEXA (Property Exchange Australia) by the conveyancing industry. In addition, digital disruption created, in part, through the introduction of e-conveyancing is causing unprecedented levels of change in the land registry sector. Landgate's business improvement program 'Transform' will continue to implement people, process and technology reforms across the entire business to respond to these challenges. Building on the successful development of its new cloud based registration system which supports e-conveyancing and automates manual processes, Landgate will progress further technology, process and structural reform to realise efficiencies, build workforce capability and improve customer service. In addition, Landgate will seek commercialisation opportunities for its new registration system that may arise in the national marketplace.
- Landgate will continue to lead the implementation and maintenance of the State Government's Open Data Policy. The policy is a coordinated response to the global trend for government data to be openly accessible at little or no cost, easily discoverable, with no restrictions on use, reuse and redistribution. Landgate will develop a plan which prioritises the release of high quality, high value data to the community. This will build on Landgate's success in increasing access to data through initiatives such as the Location Information Strategy and Shared Location Information Platform.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Social and Environmental Responsibility: Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the State.	The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.	1. Land Information
	Independent valuations support government's collection of rates and taxes and management of property assets.	2. Valuations
	Coordinated capture and access to the State's location information.	3. Access to Government Location Information

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Land Information	109,831	120,355	120,620	106,739	100,298	97,725	103,418
2. Valuations	26,203	27,681	31,783	27,897	26,800	26,354	27,669
3. Access to Government Location Information	6,876	9,117	6,573	6,678	6,529	6,348	6,871
Total Cost of Services	142,910	157,153	158,976	141,314	133,627	130,427	137,958

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land:					
The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community	100%	100%	100%	100%	
Claims against registered interests as a result of fraud, negligence or errors, settled by the Crown.....	1	nil	nil	nil	
Outcome: Independent valuations support government's collection of rates and taxes and management of property assets:					
International standards for accuracy and uniformity of rating and taxing values are met:					
Median Ratio Test:					
Gross Rental Value	92.59%	>92.5%	>92.5%	>92.5%	
Unimproved Value.....	92.42%	>92.5%	>92.5%	>92.5%	
Coefficient of Dispersion:					
Gross Rental Value	4.88%	<7%	<7%	<7%	
Unimproved Value.....	3.14%	<15%	<15%	<15%	
Adjustments of rating and taxing values as a result of objections and appeals as a percentage of total values in force	0.02%	<0.2%	<0.2%	<0.2%	
Outcome: Coordinated capture and access to the State's location information:					
Overall satisfaction with the capture of, access to and useability of Government Location Information.....	76%	70%	75%	80%	
Strategic Capture:					
Percentage increase in the number of requests submitted by agencies (manually and on-line) requesting data capture through the Capture WA Program.....	65%	3%	56%	5%	1
Enhanced Access:					
Percentage increase in the total volume of data delivered (pages viewed) through Shared Location Information Platform (SLIP) ^(b)	n/a	100%	100%	10%	2
Percentage increase in the number of datasets available through SLIP	9%	5%	5%	5%	

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

(b) There is no comparative information available for the 2014-15 Actual as a result of the implementation of a revised Outcome Based Management measurement methodology. The 2015-16 Estimated Actual forms the base year for the new measurement methodology and hence is reported as 100% for this key effectiveness indicator.

Explanation of Significant Movements

(Notes)

- The number of requests submitted by agencies in 2014-15 was higher than expected due to the new electronic platform significantly increasing customer take-up. The number of requests submitted by agencies for 2015-16 was also higher than estimated due to continued strong demand for data capture across the public sector. This was primarily driven by support from the Royalties for Regions program, and the platform streamlining the process for agencies to submit requests. The number of requests for 2016-17 is expected to increase at a significantly lower rate due to reduced demand for data to support major projects (which are now completed), and agencies now being familiar with the electronic platform.
- Following the implementation of a revised Outcome Based Management measurement methodology for the percentage increase in the total volume of data delivered through SLIP from gigabytes to pages viewed, 2015-16 forms the base year for this key effectiveness indicator and is reported as 100%. A 10% growth is expected against this base for the 2016-17 Budget Target.

Services and Key Efficiency Indicators

1. Land Information

Information about land ownership, land boundaries and geographic features is collected, recorded and made available for use by government, business and the community.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	109,831	120,355	120,620	106,739	1
Less Income.....	127,367	127,535	114,254	112,201	2
Net Cost of Service.....	(17,536)	(7,180)	6,366	(5,462)	
Employees (Full Time Equivalents).....	517	477	415	379	1
Efficiency Indicators					
Average Cost per Land Registration Action.....	\$34.42	\$36.57	\$42.64	\$39.59	2
Average Cost per Land Information Action.....	\$20.86	\$24.08	\$27.50	\$24.24	

Explanation of Significant Movements

(Notes)

1. The fluctuation in the Total Cost of Service and the reduction in Full Time Equivalents from the 2014-15 Actual results from the transitioning to a new business operating model as part of the agency's reform initiatives and the subsequent savings which are expected to continue into the forward estimates.
2. The decrease in income results from the continuing uncertainty in the property market, whilst the Average Cost per Land Registration Action has also been affected by a combination of the lower market activity levels and also reduced costs as a consequence of the transition to a new business operating model.

2. Valuations

An impartial valuation and property consultancy service.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	26,203	27,681	31,783	27,897	1
Less Income.....	14,576	16,780	16,780	23,410	2
Net Cost of Service.....	11,627	10,901	15,003	4,487	
Employees (Full Time Equivalents).....	222	220	204	204	1
Efficiency Indicators					
Average Cost per Valuation.....	\$18.92	\$16.85	\$19.35	\$14.53	2

Explanation of Significant Movements

(Notes)

1. The fluctuation in the Total Cost of Service and the reduction in Full Time Equivalents from the 2014-15 Actual results from the transitioning to a new business operating model as part of the agency's reform initiatives and the subsequent savings which are expected to continue into the forward estimates.
2. The nature of the Gross Rental Value General Metropolitan Triennial Program (Metropolitan Revaluation Program) causes fluctuations in income and the Average Cost per Valuation. The third and final year of the triennial program is 2016-17 and hence attracts the highest level of income and activity.

3. Access to Government Location Information

Effective access to land and location information can be demonstrated by improved data capture, access and useability of location information.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 6,876	\$'000 9,117	\$'000 6,573	\$'000 6,678	1
Less Income.....	270	-	-	-	
Net Cost of Service.....	6,606	9,117	6,573	6,678	
Employees (Full Time Equivalents).....	26	17	16	16	1
Efficiency Indicators					
Average Cost of Coordinating the Capture WA Program per Request for Capture.....	\$4,233	\$11,943	\$3,679	\$3,558	2
Average Cost per Pages Viewed of Information Delivered through SLIP ^(a) ...	\$0.74	\$0.83	\$0.60	\$0.55	

(a) With the implementation of a revised Outcome Based Management measurement methodology, the 2014-15 Actual has been recast for comparative purposes.

Explanation of Significant Movements

(Notes)

1. The fluctuation in the Total Cost of Service and the reduction in Full Time Equivalents from the 2014-15 Actual results from the completion of the Strategic Enabler initiative of the Location Information Strategy during 2015-16, the transitioning to a new business operating model as part of the agency's reform initiatives and the subsequent savings which are expected to continue into the forward estimates.
2. The 2015-16 Estimated Actual is significantly lower than the 2015-16 Budget as a result of the increase in the number of requests submitted by agencies for data capture through the Capture WA program mainly due to the transitioning from a manual to an on-line system during 2014-15.

Asset Investment Program

In 2016-17, the Asset Investment Program will total \$19.5 million. This investment will support reform of the *Strata Titles Act 1985* and the continuation of the agency's reform program which includes the implementation of a more efficient business operating model and the rebuild of core systems using new technologies, services, and platforms.

The investment will ensure that services are increasingly delivered in an online environment where the sharing and integration of information across agencies and industry continues to be developed. Delivery of products and services in the future will be more efficient whilst the investment will also generate new revenue opportunities and continue to add value to the Government's land information asset.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2015-16 Program.....	4,254	4,254	4,254	-	-	-	-
Business Reform Initiatives - 2015-16 Program.....	11,862	11,862	11,862	-	-	-	-
Location Information Strategy - 2015-16 Program ^(a)	1,066	1,066	1,066	-	-	-	-
Location Infrastructure - 2015-16 Program.....	4,103	4,103	4,103	-	-	-	-
Products and Services - 2015-16 Program.....	1,326	1,326	1,326	-	-	-	-
NEW WORKS							
Asset Replacement							
2016-17 Program.....	3,273	-	-	3,273	-	-	-
2017-18 Program.....	2,843	-	-	-	2,843	-	-
2018-19 Program.....	2,612	-	-	-	-	2,612	-
2019-20 Program.....	1,982	-	-	-	-	-	1,982
Business Reform Initiatives							
2016-17 Program.....	11,580	-	-	11,580	-	-	-
2017-18 Program.....	12,783	-	-	-	12,783	-	-
2018-19 Program.....	11,757	-	-	-	-	11,757	-
2019-20 Program.....	4,126	-	-	-	-	-	4,126
Location Infrastructure							
2016-17 Program.....	3,700	-	-	3,700	-	-	-
2017-18 Program.....	2,750	-	-	-	2,750	-	-
2018-19 Program.....	2,952	-	-	-	-	2,952	-
2019-20 Program.....	3,010	-	-	-	-	-	3,010
Products and Services							
2016-17 Program.....	900	-	-	900	-	-	-
2017-18 Program.....	972	-	-	-	972	-	-
2018-19 Program.....	2,247	-	-	-	-	2,247	-
2019-20 Program.....	1,383	-	-	-	-	-	1,383
Total Cost of Asset Investment Program.....	91,481	22,611	22,611	19,453	19,348	19,568	10,501
FUNDED BY							
Drawdowns from the Holding Account.....			4,072	5,774	5,676	6,231	7,412
Internal Funds and Balances.....			18,539	13,679	13,672	13,337	3,089
Total Funding.....			22,611	19,453	19,348	19,568	10,501

(a) Part funded from the Royalties for Regions Fund.

Financial Statements

Income Statement

Expenses

The 2016-17 Budget Estimate Total Cost of Services is \$17.7 million (11%) lower than the 2015-16 Estimated Actual mainly as a result of lower resource requirements following the agency transitioning to a new business operating model as part of its reform initiatives.

Income

Total income of \$135.6 million in the 2016-17 Budget Estimate is \$4.6 million or 3.5% higher than the 2015-16 Estimated Actual, resulting from the cyclical nature of the Metropolitan Revaluation Program which causes fluctuations in income. As the 2016-17 year is the third and final year of the triennial program it attracts the highest level of income in the triennium.

Statement of Financial Position

Equity is expected to increase by \$17 million in the 2016-17 Budget Estimate reflecting an increase of \$13.9 million in total assets and a decrease of \$3.1 million in liabilities.

The increase in assets relates mainly to the higher level of debtors as a consequence of the cyclical nature of the Metropolitan Revaluation Program and the continuing outlay on the Asset Investment Program. The decrease in the value of liabilities in the 2016-17 Budget Estimate is due to the ongoing repayment of the Midland building finance lease liability.

Statement of Cashflows

The 2016-17 Budget Estimate closing cash assets balance of \$68 million is \$10.2 million higher than the 2015-16 Estimated Actual mainly due to savings in employee benefits costs as a consequence of the agency transitioning to a new business operating model as part of the agency's reform program.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	81,073	84,562	91,131	72,100	68,183	66,453	68,358
Grants and subsidies ^(c)	94	127	127	16	17	18	19
Supplies and services.....	28,614	40,741	32,738	34,066	33,963	31,504	35,647
Accommodation.....	4,508	5,300	4,269	3,936	3,243	3,353	3,562
Depreciation and amortisation.....	10,035	14,221	14,221	16,356	17,013	18,145	18,874
Other expenses.....	18,586	12,202	16,490	14,840	11,208	10,954	11,498
TOTAL COST OF SERVICES	142,910	157,153	158,976	141,314	133,627	130,427	137,958
Income							
Sale of goods and services.....	128,591	138,882	124,782	131,684	127,070	136,258	151,644
Grants and subsidies.....	75	-	-	-	-	-	-
Other revenue.....	13,547	5,433	6,252	3,927	7,018	14,406	22,532
Total Income	142,213	144,315	131,034	135,611	134,088	150,664	174,176
NET COST OF SERVICES	697	12,838	27,942	5,703	(461)	(20,237)	(36,218)
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	30,076	29,544	29,579	31,366	32,494	31,864	32,791
Resources received free of charge.....	352	680	680	700	720	740	760
Royalties for Regions Fund: Regional Community Services Fund.....	116	112	112	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	30,544	30,336	30,371	32,066	33,214	32,604	33,551
SURPLUS/(DEFICIENCY) FOR THE PERIOD	29,847	17,498	2,429	26,363	33,675	52,841	69,769
Income tax benefit/(expense)	(9,371)	(5,249)	(729)	(7,902)	(9,956)	(15,573)	(20,501)
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER INCOME TAX EQUIVALENTS	20,476	12,249	1,700	18,461	23,719	37,268	49,268

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 765, 635 and 599 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Location Information Strategy - Regional and Urban Scenario Planning Initiative ^(a)	-	112	112	-	-	-	-
Land Surveyors Licensing Board ^(b)	14	15	15	16	17	18	19
Other Grants and Subsidies.....	80	-	-	-	-	-	-
TOTAL	94	127	127	16	17	18	19

(a) This amount represents the amount received from the Department of Regional Development and controlled by Landgate for the Location Information Strategy and transferred to other agencies to fund the Regional and Urban Scenario Planning initiative.

(b) This amount represents a grant paid by Landgate to the Land Surveyors Licensing Board. The Board is not subject to the operational control of Landgate and reports to Parliament separately.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets	73,988	68,138	57,852	67,832	85,955	92,085	117,484
Restricted cash	3,106	20	7	7	7	7	7
Holding account receivables	4,072	5,705	5,774	5,676	6,231	7,412	7,085
Receivables	14,495	12,939	7,719	20,826	7,842	11,382	23,919
Other	4,865	13,076	13,331	3,864	3,889	14,318	3,938
Total current assets	100,526	99,878	84,683	98,205	103,924	125,204	152,433
NON-CURRENT ASSETS							
Holding account receivables	22,962	22,534	22,465	22,727	22,638	21,719	21,353
Property, plant and equipment	51,621	60,673	51,498	48,458	48,176	48,182	47,615
Intangibles	30,508	36,375	38,481	42,660	46,534	49,968	44,278
Restricted cash	-	-	-	242	474	704	943
Other	46,619	48,285	44,237	42,997	48,619	50,380	61,754
Total non-current assets	151,710	167,867	156,681	157,084	166,441	170,953	175,943
TOTAL ASSETS	252,236	267,745	241,364	255,289	270,365	296,157	328,376
CURRENT LIABILITIES							
Employee provisions	14,524	11,271	10,345	9,616	9,616	9,616	9,616
Payables	232	9,298	367	981	1,017	1,310	1,570
Other	12,170	9,432	9,955	10,424	10,752	11,110	12,007
Total current liabilities	26,926	30,001	20,667	21,021	21,385	22,036	23,193
NON-CURRENT LIABILITIES							
Employee provisions	3,386	3,893	3,893	3,893	3,893	3,893	3,893
Borrowings	20,351	16,926	17,121	13,624	9,825	5,697	1,212
Other	193	189	186	186	186	186	1,468
Total non-current liabilities	23,930	21,008	21,200	17,703	13,904	9,776	6,573
TOTAL LIABILITIES	50,856	51,009	41,867	38,724	35,289	31,812	29,766
EQUITY							
Contributed equity	81,843	77,041	76,787	76,277	69,824	60,531	44,180
Accumulated surplus/(deficit)	102,831	112,589	104,531	122,992	146,711	183,979	233,247
Reserves	16,706	27,106	18,179	17,296	18,541	19,835	21,183
Total equity	201,380	216,736	199,497	216,565	235,076	264,345	298,610
TOTAL LIABILITIES AND EQUITY	252,236	267,745	241,364	255,289	270,365	296,157	328,376

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	25,254	24,267	24,302	25,428	26,352	25,371	26,072
Capital appropriation.....	220	-	-	-	-	-	-
Holding account drawdowns.....	4,386	4,072	4,072	5,774	5,676	6,231	7,412
Royalties for Regions Fund:							
Regional Community Services Fund.....	3,224	1,954	1,373	1,095	-	-	-
Tax equivalent regime.....	(15,635)	(6,385)	759	(8,283)	(9,255)	(12,473)	(15,590)
Dividend to Government.....	(5,596)	(4,496)	(5,119)	(510)	(6,453)	(9,293)	(16,351)
Net cash provided by State Government.....	11,853	19,412	25,387	23,504	16,320	9,836	1,543
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(80,165)	(88,304)	(97,142)	(72,649)	(68,179)	(66,447)	(67,841)
Grants and subsidies.....	(94)	(127)	(127)	(16)	(17)	(18)	(19)
Supplies and services.....	(29,383)	(40,538)	(32,738)	(34,065)	(33,963)	(31,503)	(35,647)
Accommodation.....	(4,563)	(5,300)	(4,269)	(3,936)	(3,243)	(3,353)	(3,562)
Other payments.....	(18,734)	(17,855)	(17,583)	(17,379)	(16,587)	(16,074)	(16,158)
Receipts							
Grants and subsidies.....	79	-	-	-	-	-	-
Sale of goods and services.....	138,572	130,816	123,418	128,070	135,977	126,391	149,513
GST receipts.....	5,334	7,112	6,875	6,544	6,099	5,859	5,420
Other receipts.....	3,133	5,433	3,905	3,927	4,793	5,036	7,018
Net cash from operating activities.....	14,179	(8,763)	(17,661)	10,496	24,880	19,891	38,724
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(14,922)	(20,295)	(22,611)	(19,453)	(19,348)	(19,568)	(10,501)
Other payments.....	(6,374)	-	-	-	-	-	-
Net cash from investing activities.....	(21,296)	(20,295)	(22,611)	(19,453)	(19,348)	(19,568)	(10,501)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments.....	(2,901)	(3,152)	(3,152)	(3,230)	(3,497)	(3,799)	(4,128)
Net cash from financing activities.....	(2,901)	(3,152)	(3,152)	(3,230)	(3,497)	(3,799)	(4,128)
NET INCREASE/(DECREASE) IN CASH HELD.....	1,835	(12,798)	(18,037)	11,317	18,355	6,360	25,638
Cash assets at the beginning of the reporting period.....	75,659	82,798	77,094	57,859	68,081	86,436	92,796
Net cash transferred to/from other agencies ^(b)	(400)	(1,842)	(1,198)	(1,095)	-	-	-
Cash assets at the end of the reporting period.....	77,094	68,158	57,859	68,081	86,436	92,796	118,434

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

(b) This represents Royalties for Regions funding received from the Department of Regional Development by Landgate and transferred to other lead agencies for the Regional and Urban Scenario Planning initiative of the Location Information Strategy.

Part 5

Minister for Education; Aboriginal Affairs; Electoral Affairs

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Education			
	– Delivery of Services.....	3,936,809	3,883,788	3,970,780
	– Capital Appropriation.....	196,630	166,217	155,444
	Total.....	4,133,439	4,050,005	4,126,224
	Education Services			
	– Delivery of Services.....	22,381	15,242	16,126
	– Administered Grants, Subsidies and Other Transfer Payments ...	439,446	439,446	449,237
	Total.....	461,827	454,688	465,363
	School Curriculum and Standards Authority			
	– Delivery of Services.....	35,294	35,294	35,925
	– Capital Appropriation.....	-	-	831
	Total.....	35,294	35,294	36,756
	Country High School Hostels Authority			
	– Delivery of Services.....	5,844	5,844	5,772
	– Capital Appropriation.....	958	958	952
	Total.....	6,802	6,802	6,724
	Aboriginal Affairs			
	– Delivery of Services.....	31,745	31,667	33,176
	– Capital Appropriation.....	150	150	-
	Total.....	31,895	31,817	33,176
	Western Australian Electoral Commission			
	– Delivery of Services.....	8,478	8,478	30,348
	Total.....	8,478	8,478	30,348
	GRAND TOTAL			
	– Delivery of Services.....	4,040,551	3,980,313	4,092,127
	– Administered Grants, Subsidies and Other Transfer Payments ...	439,446	439,446	449,237
	– Capital Appropriation.....	197,738	167,325	157,227
	Total.....	4,677,735	4,587,084	4,698,591

Division 24 Education

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 28 Net amount appropriated to deliver services	3,663,741	3,935,635	3,882,614	3,969,577	3,980,391	4,020,968	4,125,055
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,146	1,174	1,174	1,203	1,203	1,203	1,203
Total appropriations provided to deliver services.....	3,664,887	3,936,809	3,883,788	3,970,780	3,981,594	4,022,171	4,126,258
CAPITAL							
Item 129 Capital Appropriation.....	306,376	196,630	166,217	155,444	153,779	134,791	98,302
TOTAL APPROPRIATIONS	3,971,263	4,133,439	4,050,005	4,126,224	4,135,373	4,156,962	4,224,560
EXPENSES							
Total Cost of Services.....	4,444,301	4,797,928	4,760,183	4,841,214	4,972,788	5,110,835	5,286,700
Net Cost of Services ^(a)	3,641,423	3,961,681	3,883,325	3,942,681	3,947,023	3,984,369	4,111,368
CASH ASSETS ^(b)	829,256	473,564	611,158	600,110	606,775	612,595	600,415

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Tariffs, Fees and Charges	-	316	631	631	631
Additional Small Assets Purchased by Schools (Transferred from Recurrent to Capital)	(6,296)	(6,377)	(6,454)	(6,597)	(6,597)
Adjustment to Commonwealth Grants - Universal Access.....	5,616	46,600	33,200	-	-
Adjustment to Other Commonwealth Grants.....	11,245	4,795	2,021	765	501
Contribution to the Regional Services Reform Unit	(1,091)	(1,124)	(1,280)	-	-
Depreciation Expense for Shenton College	-	-	-	-	619
Expensed Capital					
Asset Investment Compliance Programs	-	-	-	3,000	4,200
Asset Investment Program Audit	(8,000)	-	-	-	-
Revitalising Public Secondary Schools in Geraldton	-	-	-	231	688
General Government 1% Efficiency Dividend	-	-	-	-	(41,245)
Government Regional Officer Housing	-	(2,510)	(3,737)	(4,195)	(4,443)
Non-Government Human Services Sector Indexation Adjustment.....	(178)	(346)	(354)	(363)	43
Revised 1.5% Public Sector Wages Policy	-	(195)	(19,276)	(54,230)	(94,509)
Revision to Indexation for Non-Salary Expenses	-	(5,007)	(14,985)	(26,561)	-
Revision to Own Source Revenue Estimates.....	2,228	1,276	3,623	6,666	11,141
Revision to Road Trauma Trust Account Funding.....	-	(106)	-	-	-
Revisions to Student Enrolment and Cost Growth Forecasts.....	(20,810)	(44,367)	(103,881)	(100,519)	(44,907)
Suicide Prevention - Mental Health Commission Funding Adjustment.....	(279)	(287)	(294)	-	-
Targeted Voluntary Separation Scheme	(20,700)	(21,200)	(21,800)	(22,300)	(22,858)
Western Australian Schools Public Private Partnership Recurrent Expense	-	3,948	10,260	15,729	22,432

Significant Issues Impacting the Agency

Reforms continue to drive school improvement, increase engagement of school communities and provide an even better education for students in Western Australian public schools. Significant changes have been instituted at all levels of schooling, as well as support for children and families in the years before school. With centralised management of schools reduced and empowerment of school staff and communities increased, the focus is on building a culture of high performance and high care in every school.

- The wellbeing, resilience, emotional regulation and behaviour of children and young people continue to be challenging issues in the community that have an impact in schools. Priorities for 2016-17 include better alignment and integration of services for at-risk students; 13 new engagement centres; pilot of a learning academy; and refinement of the School Chaplaincy program with increased flexibility for schools to augment services in response to student needs.
- Outcomes for Aboriginal students remain disproportionately and unacceptably low despite enormous goodwill, effort and investment over many years. Priorities for 2016-17 are the Council of Australian Government's closing the gap targets; collaborative actions from the National Aboriginal and Torres Strait Islander Education Strategy; implementation of the Department's Aboriginal Cultural Standards Framework; and the trial of KindiLink, a program for three year old Aboriginal children to support school readiness.
- Young children's development and learning set the foundations for future success. Early support and services continue to be provided for families and their young children both before school and at school. Priorities for 2016-17 include continued development of Child and Parent Centres; and progress towards implementing the National Quality Standard.
- High expectations of success for every student and best possible teaching practices remain key focus areas. Priorities for 2016-17 include implementing the Western Australian Curriculum and defining expected year level progress in phase one learning areas; strengthening the teaching of phonics and writing; emphasising science, technology, engineering and mathematics (STEM) instruction; and increasing students' university aspirations, especially in low socio-economic and country areas.
- With the National Assessment Program in Literacy and Numeracy (NAPLAN) going online by 2019, students in a small number of schools will complete NAPLAN online in 2017 and 2018, before all students complete it online in 2019. The priority for 2016-17 is to improve technology infrastructure and capability in schools for the transition. NAPLAN online aims to provide diagnostic information from student results quickly so teachers can better plan and tailor their teaching for student needs.
- Empowerment has seen significant changes in public schools in recent years. Principals of Independent Public Schools (IPS) have used increased empowerment to reinvigorate their schools, engage their communities and focus more acutely on high quality teaching. Priorities for 2016-17 include new advanced leadership initiatives incorporating a fellowship program for principals; school board training to enhance governance; and a new intake of IPS in 2017.
- Effective school leadership in an environment of increased school autonomy is a key focus to drive school improvement. Priorities for 2016-17 include the development of a comprehensive school leadership strategy; further support for high quality teaching; and the introduction of a comprehensive cyclic review of schools that are not IPS.
- The student-centred funding model, driven by the learning needs of students, was first instituted in 2015. Refinements were made to systems and 35 additional schools were included in the model for 2016. Priorities for 2016-17 include further system refinements; analysis to inform the incorporation of additional schools; and ongoing training and support for school leaders and corporate services managers.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	A public school system which provides access to a quality education throughout Western Australia.	1. Primary Education 2. Secondary Education

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Primary Education.....	2,759,727	2,829,861	2,821,114	2,877,931	2,959,664	3,040,859	3,143,015
2. Secondary Education.....	1,684,574	1,968,067	1,939,069	1,963,283	2,013,124	2,069,976	2,143,685
Total Cost of Services	4,444,301	4,797,928	4,760,183	4,841,214	4,972,788	5,110,835	5,286,700

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: A public school system which provides access to a quality education throughout Western Australia:					
Participation rate (proportion of persons aged 15 to 17 years in some form of education)	91.7%	92%	91.0%	92%	1
Secondary graduation rate (proportion of Year 8 cohort achieving Secondary graduation in Year 12)	80.5%	81%	72.7%	81%	2
Apparent retention rate (proportion of Year 8 cohort studying in Year 12)	90.3%	91%	80.4%	91%	2
Literacy and numeracy performance in national tests at Years 3, 5, 7 and 9:					
Year 3 students achieving national minimum standards:					
Reading	90.3%	94%	91.7%	92%	
Writing	92.1%	94%	93.6%	94%	
Numeracy	92.8%	95%	92.6%	93%	
Year 5 students achieving national minimum standards:					
Reading	89.1%	95%	90.1%	91%	
Writing	87.5%	89%	89.1%	90%	
Numeracy	90.4%	92%	93.0%	94%	
Year 7 students achieving national minimum standards:					
Reading	92.8%	93%	92.2%	93%	
Writing	86.0%	87%	80.5%	87%	
Numeracy	93.7%	94%	93.6%	94%	
Year 9 students achieving national minimum standards:					
Reading	89.8%	90%	90.1%	91%	
Writing	80.2%	81%	76.7%	81%	
Numeracy	92.4%	93%	94.7%	95%	

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

Explanation of Significant Movements

(Notes)

1. The participation rate for 2014-15 reported here is different from that reported in the Department's 2014-15 Annual Report because it incorporates the Australian Bureau of Statistics' revised estimated residential population as at 30 June 2014, released in December 2015. The final revised participation rate for 2014-15 will be reported in the Department's 2015-16 Annual Report.
2. Changes to net interstate and overseas migration inflated performance on the apparent retention and secondary graduation rates in 2014-15, and therefore the targets for 2015-16. The rates in 2014-15 were also affected by 2014 being the year the 'half-cohort' was in Year 12.

Services and Key Efficiency Indicators

1. Primary Education

Since 2015, this service provides access to education in public schools for persons aged generally from four years and six months to 11 years and six months.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service ^(a)	2,759,727	2,829,861	2,821,114	2,877,931	
Less Income.....	475,382	471,265	492,538	514,396	
Net Cost of Service.....	2,284,345	2,358,596	2,328,576	2,363,535	
Employees (Full Time Equivalents)	21,660	22,430	22,599	23,318	
Efficiency Indicators					
Cost per Student Full Time Equivalents ^(b)	\$14,746	\$15,496	\$15,467	\$15,504	

(a) Government approved the relocation of Year 7 students from primary to secondary schools from 2015.

(b) Kindergarten students are counted as 0.6 Full Time Equivalents (FTEs), previously counted as 0.58 FTEs up to 2014-15.

2. Secondary Education

Since 2015, this service provides access to education in public schools for persons aged generally from 11 years and six months.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	1,684,574	1,968,067	1,939,069	1,963,283	
Less Income.....	327,496	364,982	384,320	384,137	
Net Cost of Service.....	1,357,078	1,603,085	1,554,749	1,579,146	
Employees (Full Time Equivalents)	13,511	14,078	13,823	14,157	
Efficiency Indicators					
Cost per Student Full Time Equivalents ^(a)	\$18,491	\$19,068	\$18,981	\$19,095	

(a) Government approved the relocation of Year 7 students from primary to secondary schools from 2015.

Asset Investment Program

The Department's planned Asset Investment Program in 2016-17 totals \$300.4 million and relates primarily to providing educational facilities to meet enrolment growth, and improving infrastructure for public schools throughout the State.

Primary Schools

- Planning is underway and construction will commence on three new primary schools including Rapids Landing (Margaret River), Wandi (including an Early Childhood Annexe to open in 2017) and Wellard, to open in 2018 at a total cost of \$48 million.
- Construction will also commence for Stage 2 of Wandina Primary School at an estimated cost of \$8 million.
- Planning will commence for three new primary schools at an estimated cost of \$47 million to open for the start of 2019.
- Construction will commence on a second storey addition to Highgate Primary School, estimated to cost \$5.5 million to be open for the commencement of the 2018 school year.
- Additional facilities will be built at Inglewood Primary School, Wembley Primary School and West Leederville Primary School (\$10.5 million) to manage increased enrolments in Inner City areas.

Secondary Schools

- Construction continues on the new \$56.2 million secondary school in Harrisdale scheduled to open in 2017.
- Planning is well advanced and construction due to commence on new secondary schools in Yanchep, expected to open in mid-2018, and in South Baldivis, to open for the 2019 school year.
- Stage 1 of a new secondary school in North Butler is planned (\$52.4 million) in response to population growth in the area.
- Responding to Western Suburbs growth, planning has commenced for additional infrastructure, including classrooms and specialist facilities to accommodate up to 1,000 extra students at Shenton College, due for completion in 2019, at an estimated cost of \$49.5 million. An additional \$1 million will be used in planning a new secondary school in the Western Suburbs.
- The redevelopment of Willetton Senior High School will continue at a total cost of \$52.2 million.
- Construction will continue for the second stage of Byford Secondary College at a cost of \$43 million due for completion in 2017. Planning will also commence for the third stage of Byford Secondary College (\$15.9 million), scheduled for completion in 2019.
- Construction will commence on Stage 2 of Joseph Banks Secondary College scheduled to be completed by the start of the 2018 school year (\$21.1 million).
- Construction will commence providing additional accommodation and facilities at Churchlands Senior High School (\$38.8 million) and the creation of the new Fremantle College (\$30 million) (the amalgamation of South Fremantle and Hamilton Senior High Schools) both scheduled for completion in 2018.
- Construction for new works and refurbishments will commence at Kinross College in 2016-17 at an estimated cost of \$4.5 million.
- Specialist schooling at Armadale Senior High School and Cecil Andrews Senior High School will be revitalised with \$8.5 million allocated for new refurbished facilities, with works to be completed for the commencement of the 2017 school year.
- Works will commence for Revitalising Public Secondary Education in the Geraldton Area; refurbishing John Willcock College (\$20 million) and Geraldton College (\$5 million). These works will be completed for the 2019 school year.
- Construction will continue on the redevelopment of the Kalgoorlie Boulder Community High School funded through Royalties for Regions (RfR), at a cost of \$45 million, scheduled to be completed by the commencement of the 2018 school year.

- Allocations of \$29.5 million have been provided through the RfR fund, and an additional \$6 million from the Consolidated Account for the continuing redevelopment of Carnarvon Community College.
- Additionally \$32.1 million has been provided (including \$6 million from RfR) to construct Stage 2 at Cape Naturaliste College.
- Construction has commenced to replace the west wing of Newman Senior High School that was destroyed by fire in October 2014.

Other School Facilities

- Provision has been made in 2016-17 for administration upgrades, library resource centres, toilet upgrades/replacement and covered assembly areas.
- The playground equipment and shade structure program announced in 2012-13 will continue.

Miscellaneous Programs

- An allocation of \$21 million will be made in 2016-17 to purchase and develop land for the construction of new schools.
- A compliance program for Fire Services Upgrades will commence at a cost of \$1.8 million over four years.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
New Secondary Schools							
Harrisdale Senior High School.....	56,180	38,000	30,026	18,180	-	-	-
South Baldivis Senior High School.....	54,450	1,350	1,350	5,850	37,800	9,450	-
Willetton Senior High School - Replacement (Stage 1)	40,465	31,265	7,624	9,200	-	-	-
Yanchep Senior High School.....	53,677	2,592	2,592	5,850	37,800	7,435	-
Additional Stages at Secondary Schools							
Byford Secondary College (Stage 2).....	43,000	29,000	20,838	14,000	-	-	-
Byford Secondary College (Stage 3).....	15,900	1,000	1,000	1,400	11,000	2,500	-
Halls Head Community College (Stage 2).....	25,896	24,896	2,079	1,000	-	-	-
Joseph Banks Secondary College (Stage 2).....	21,075	5,000	4,669	9,500	6,575	-	-
Additions and Improvements to Secondary Schools							
Armadale Senior High School.....	4,000	2,250	2,250	1,750	-	-	-
Cecil Andrews Senior High School	4,500	2,250	2,250	2,250	-	-	-
Churchlands Senior High School - Additional Facilities	38,764	2,862	2,481	26,141	9,761	-	-
Fremantle College.....	30,000	10,600	10,266	13,500	5,900	-	-
Revitalising Public Secondary Schools in Geraldton							
Geraldton Senior College.....	5,000	125	125	925	3,950	-	-
John Willcock College.....	20,000	375	375	1,000	10,400	8,225	-
New Primary Schools							
Rapids Landing (Margaret River) Primary School.....	16,000	250	250	8,800	6,950	-	-
Remote Community Schools	2,499	649	649	-	-	925	925
Wandi Primary School.....	15,300	250	250	8,800	6,250	-	-
Wandina Primary School (Stage 2).....	8,000	250	250	7,200	550	-	-
Wellard Primary School.....	15,300	250	250	8,800	6,250	-	-
Additions and Improvements to Primary Schools							
Expansion of School and Childcare Facilities - Shire of Ashburton.....							
Highgate Primary School.....	5,455	250	250	2,750	2,455	-	-
Royalties for Regions							
Kalgoorlie-Boulder Community High School							
Redevelopment (Stage 1) ^(a)	45,000	28,935	24,300	14,000	202	1,863	-
Miscellaneous							
Air Conditioning Replacement Program.....	11,000	3,000	3,000	-	-	3,000	5,000
Bore Replacement	1,500	750	750	750	-	-	-
Gas Heater Replacement Program.....	3,000	750	750	750	-	750	750
Land Acquisition.....	34,422	32,422	9,175	-	2,000	-	-
Land for Primary Schools	35,000	7,000	7,000	7,000	7,000	7,000	7,000
Perimeter Security Fencing Program	4,000	1,000	1,000	1,000	-	-	2,000
Playground Equipment and Shade Structures.....	2,800	1,900	900	900	-	-	-
Power Supply Upgrade.....	1,912	786	-	-	-	313	813
Sewer Connections.....	1,761	561	561	-	-	600	600
Small Asset Capital Purchases.....	179,337	43,519	43,519	-	44,614	45,602	45,602
Student Information System	22,303	4,160	4,160	10,216	2,489	5,438	-
Transportable Classrooms.....	12,217	2,991	-	-	-	4,613	4,613
Western Australian Schools PPP Retained Costs.....	50,900	14,427	8,496	4,119	6,024	6,998	1,883

	Estimated Total Cost	Estimated Expenditure to 30-6-16	2015-16 Estimated Expenditure	2016-17 Budget Estimate	2017-18 Forward Estimate	2018-19 Forward Estimate	2019-20 Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
COMPLETED WORKS							
New Secondary Schools							
Joseph Banks Secondary College	39,794	39,794	3,620	-	-	-	-
Additional Stages at Secondary Schools							
Baldivis Secondary School (Stage 2)	26,300	26,300	1,072	-	-	-	-
Balga Senior High School - Family Teen Centre	450	450	93	-	-	-	-
Butler College (Stage 2)	32,000	32,000	5,150	-	-	-	-
Hedland Senior High School (Stage 3b)	2,000	2,000	10	-	-	-	-
Additions and Improvements to Secondary Schools							
Applecross Senior High School	56,243	56,243	3,068	-	-	-	-
Dalyellup College (Stage 2)	28,000	28,000	383	-	-	-	-
Duncraig High School	4,998	4,998	107	-	-	-	-
Mindarie Senior College	4,427	4,427	71	-	-	-	-
Newman Senior High School - Fire Restoration	2,000	2,000	1,255	-	-	-	-
Perth Modern School	2,300	2,300	677	-	-	-	-
Relocation of Year 7s to Secondary Schools	180,989	180,989	5,552	-	-	-	-
Shenton College Refurbishment	4,000	4,000	392	-	-	-	-
Additions and Improvements to District High Schools							
Upgrades to Specialist Facilities	20,996	20,996	2,995	-	-	-	-
Additions and Improvements to Agricultural Colleges							
Western Australian College of Agriculture - Denmark							
Campus - Dairy	530	530	524	-	-	-	-
New Primary Schools							
Alimos Primary School	13,999	13,999	7,619	-	-	-	-
Anne Hamersley Primary School	14,000	14,000	7,237	-	-	-	-
Broome North Primary School	19,247	19,247	500	-	-	-	-
Golden Bay Primary School	13,598	13,598	270	-	-	-	-
Hammond Park Primary School	15,291	15,291	164	-	-	-	-
Harrisdale Primary School	14,000	14,000	7,741	-	-	-	-
Interim Schools	300	300	300	-	-	-	-
Rivergums Primary School	18,200	18,200	10,111	-	-	-	-
Spring Hill Primary School	14,088	14,088	3,152	-	-	-	-
Treendale Primary School	12,979	12,979	250	-	-	-	-
Yanchep Beach Primary School	12,999	12,999	671	-	-	-	-
Additions and Improvements to Primary Schools							
Child and Parent Centres (2016)	10,602	10,602	4,221	-	-	-	-
Maida Vale Primary School	5,000	5,000	165	-	-	-	-
West Morley Primary School	2,189	2,189	92	-	-	-	-
Trade Training Centres	81,537	81,537	20,058	-	-	-	-
Royalties for Regions							
Broome Senior High School ^(a)	9,999	9,999	96	-	-	-	-
Denmark District High School ^(a)	6,987	6,987	250	-	-	-	-
Derby District High School ^(a)	14,983	14,983	313	-	-	-	-
Relocation of Year 7s to Secondary Schools ^(a)	41,945	41,945	3,037	-	-	-	-
Miscellaneous							
Infrastructure Power Upgrades	4,489	4,489	4,489	-	-	-	-
Land Acquisition	5,000	5,000	5,000	-	-	-	-
Power Supply Upgrade	14	14	14	-	-	-	-
Roof Replacement	4,000	4,000	4,000	-	-	-	-
Transportable Classrooms	3,154	3,154	3,154	-	-	-	-
Universal Access Program	37,116	37,116	12,074	-	-	-	-
Other School Facilities							
Administration Upgrade	2,000	2,000	2,000	-	-	-	-
Covered Assembly Areas	8,985	8,985	5,291	-	-	-	-
Early Childhood Program	1,578	1,578	1,578	-	-	-	-
Ground Developments	327	327	327	-	-	-	-
Library Resource Centres	13,196	13,196	6,644	-	-	-	-
Rural Integration Program	1,000	1,000	1,000	-	-	-	-
Toilet Replacement Program	1,600	1,600	1,600	-	-	-	-

	Estimated Total Cost	Estimated Expenditure to 30-6-16	2015-16 Estimated Expenditure	2016-17 Budget Estimate	2017-18 Forward Estimate	2018-19 Forward Estimate	2019-20 Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
NEW WORKS							
New Secondary Schools							
Butler North Senior High School.....	52,400	-	-	1,500	4,500	32,000	14,400
New High School - Western Suburbs - Planning	1,000	-	-	1,000	-	-	-
Willetton Senior High School - Replacement (Stage 2)	11,780	-	-	-	-	6,780	5,000
Additional Stages at Secondary Schools							
Shenton College (Stage 2)	49,500	-	-	3,500	28,500	17,500	-
Carnarvon Community College.....	6,000	-	-	-	6,000	-	-
Cape Naturaliste College (Stage 2)	26,100	-	-	-	2,000	20,000	4,100
Additions and Improvements to Secondary Schools							
Kinross College - Specialist Facilities.....	4,500	-	-	1,500	3,000	-	-
New Primary Schools							
Metropolitan Primary School - Rebuild.....	15,400	-	-	9,000	6,400	-	-
New Primary Schools (2019).....	47,000	-	-	1,000	21,000	25,000	-
New Primary Schools (2020).....	62,400	-	-	-	1,000	30,000	31,400
New Primary Schools (2021).....	62,400	-	-	-	-	1,000	30,000
Interim Schools	1,230	-	-	300	300	315	315
Remote Community Schools	300	-	-	300	-	-	-
Wandi Primary School Early Childhood Education							
Annex.....	1,400	-	-	1,400	-	-	-
Additions and Improvements to Primary Schools							
Inglewood Primary School.....	3,500	-	-	1,000	2,500	-	-
Wembley Primary School	3,500	-	-	1,000	2,500	-	-
West Leederville Primary School.....	3,500	-	-	-	1,000	2,500	-
Royalties for Regions							
Carnarvon Community College (a).....	29,500	-	-	4,000	13,600	11,900	-
Cape Naturaliste College (Stage 2) (a).....	6,000	-	-	-	-	-	6,000
Miscellaneous							
Compliance Programs							
Fire Services Upgrade.....	1,800	-	-	400	400	400	600
Infrastructure Power Upgrades.....	15,500	-	-	3,000	-	3,000	9,500
Land Acquisition.....	41,490	-	-	21,000	20,490	-	-
Power Supply Upgrade.....	750	-	-	500	250	-	-
Roof Replacement Program	4,000	-	-	4,000	-	-	-
Sewer Connections.....	600	-	-	600	-	-	-
Small Asset Capital Purchases.....	44,082	-	-	44,082	-	-	-
Transportable Classrooms.....	9,000	-	-	4,500	4,500	-	-
Other School Facilities							
Administration Upgrade	8,050	-	-	2,000	2,000	2,025	2,025
Canteens	605	-	-	200	-	-	405
Central Reserve Schools.....	615	-	-	-	-	-	615
Covered Assembly Areas	8,126	-	-	2,000	2,000	2,063	2,063
Early Childhood Program	5,400	-	-	1,000	1,500	1,400	1,500
Ground Developments.....	1,216	-	-	300	300	308	308
Library Resource Centres.....	8,730	-	-	2,600	2,000	2,065	2,065
Student Services - Improvements.....	6,366	-	-	1,000	1,300	1,033	3,033
Toilet Replacement Program.....	7,580	-	-	1,600	1,300	1,340	3,340
Total Cost of Asset Investment Program.....	2,244,362	1,105,594	332,322	300,413	338,310	265,341	185,855
FUNDED BY							
Capital Appropriation			166,217	154,990	152,533	132,591	94,853
Commonwealth Grants			19,907	-	-	-	-
Drawdowns from the Holding Account.....			20,592	44,141	27,761	18,000	18,000
Funding Included in Department of Treasury -							
Administered Item.....			3,942	31,700	108,600	66,385	14,400
Internal Funds and Balances.....			50,149	7,500	9,000	7,000	7,000
Other			43,519	44,082	26,614	27,602	45,602
Drawdowns from Royalties for Regions Fund (b).....			27,996	18,000	13,802	13,763	6,000
Total Funding.....			332,322	300,413	338,310	265,341	185,855

(a) Funded from the Royalties for Regions Fund.

(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The Total Cost of Services in 2016-17 of \$4.8 billion represents an increase of \$81 million or 1.7%, compared to the 2015-16 Estimated Actual. This incorporates a 3.3% increase for spending by schools to continue to provide high quality education services for all students.

This is mainly attributable to additional funding for forecast growth in student numbers of 3,893 in 2016-17, resulting in additional resources for schools, as well as pay rises for staff and general cost indexation. These increases are partially offset by savings associated with rental charges for teacher housing in regional areas and insurance premiums.

Income

Total income from all sources is estimated to be \$4.9 billion for 2016-17, an increase of \$93.1 million (1.9%) compared to the 2015-16 Estimated Actual of \$4.8 billion, predominantly attributable to increased State appropriation.

Statement of Financial Position

The Department's total equity is expected to increase by \$248.9 million (1.5%) between the 2015-16 Estimated Actual and the 2016-17 Budget. This reflects a projected increase in total assets of \$326.7 million (1.9%), which is partially offset by an increase in total liabilities of \$77.8 million (8.4%) over the same period.

The expected increase in assets is mainly attributable to continuing investment in school building works, increasing the value of buildings by \$378.7 million, offset in part by depreciation (\$204.4 million) and increases to the Department's Holding Account for asset replacement.

The increase in liabilities is attributable to finance leases of \$80.3 million associated with the Western Australian Schools Public Private Partnership to design, build and maintain eight public schools. This increase is partially offset by a decrease in employee entitlement provisions.

Statement of Cashflows

The 2016-17 closing cash assets balance of \$600.1 million represents a minor decrease of \$11 million (-1.8%) in comparison to the 2015-16 Estimated Actual of \$611.2 million.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	3,282,955	3,616,811	3,548,494	3,670,849	3,771,301	3,872,279	3,971,605
Supplies and Services.....	792,244	891,331	919,740	869,692	902,843	940,983	1,004,615
Grants and subsidies ^(c)	58,480	44,759	46,922	48,302	39,627	31,482	29,482
Depreciation and amortisation.....	266,615	240,589	240,589	243,767	245,542	248,409	258,168
Finance Costs.....	1,048	1,561	1,561	4,612	9,483	13,690	18,838
Other expenses.....	42,959	2,877	2,877	3,992	3,992	3,992	3,992
TOTAL COST OF SERVICES	4,444,301	4,797,928	4,760,183	4,841,214	4,972,788	5,110,835	5,286,700
Income							
User contributions, charges and fees.....	104,392	116,252	120,085	121,401	123,388	125,438	128,453
Grants and contributions ^(d)	587,133	636,060	667,443	686,792	810,852	908,510	952,901
Other Revenue.....	103,144	74,795	81,330	82,260	83,316	84,161	85,404
Interest.....	8,209	9,140	8,000	8,080	8,209	8,357	8,574
Total Income	802,878	836,247	876,858	898,533	1,025,765	1,126,466	1,175,332
NET COST OF SERVICES	3,641,423	3,961,681	3,883,325	3,942,681	3,947,023	3,984,369	4,111,368
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	3,664,887	3,936,809	3,883,788	3,970,780	3,981,594	4,022,171	4,126,258
Grants from State Government agencies.....	4,905	4,454	4,325	4,046	5,694	3,736	3,736
Resources received free of charge.....	20,404	14,581	14,581	2,709	2,709	2,709	2,709
Royalties for Regions Fund:							
Regional Community Services Fund.....	6,616	10,052	6,211	6,903	5,713	5,574	3,702
Regional Infrastructure and Headworks Fund.....	-	-	4,092	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	3,696,812	3,965,896	3,912,997	3,984,438	3,995,710	4,034,190	4,136,405
SURPLUS/(DEFICIENCY) FOR THE PERIOD	55,389	4,215	29,672	41,757	48,687	49,821	25,037

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 35,171, 36,422 and 37,475 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

(d) Commonwealth Grants and Contribution estimates were based on the agreements between the Commonwealth Government and the Department.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Grants and Subsidies to Non-Government							
Schools and Other Organisations.....	58,480	44,759	46,922	48,302	39,627	31,482	29,482
TOTAL	58,480	44,759	46,922	48,302	39,627	31,482	29,482

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	641,721	448,141	558,178	536,917	528,667	521,536	495,774
Restricted cash ^(b)	187,535	25,423	52,980	50,874	52,853	52,853	52,853
Holding account receivables	21,736	45,285	45,285	28,905	19,144	19,144	19,144
Receivables	43,413	39,549	43,512	43,611	43,710	43,809	43,908
Other	17,983	14,612	17,983	17,983	17,983	17,983	17,983
Total current assets	912,388	573,010	717,938	678,290	662,357	655,325	629,662
NON-CURRENT ASSETS							
Holding account receivables	2,126,241	2,321,230	2,321,230	2,526,043	2,767,154	3,035,121	3,274,145
Property, plant and equipment	13,881,263	13,275,244	13,980,727	14,119,700	14,274,962	14,360,882	14,393,861
Intangibles	1,505	8,484	4,625	14,841	17,330	22,768	17,192
Restricted cash	-	-	-	12,319	25,255	38,206	51,788
Total non-current assets	16,009,009	15,604,958	16,306,582	16,672,903	17,084,701	17,456,977	17,736,986
TOTAL ASSETS	16,921,397	16,177,968	17,024,520	17,351,193	17,747,058	18,112,302	18,366,648
CURRENT LIABILITIES							
Provisions	637,819	583,757	602,905	579,438	580,044	604,140	604,140
Payables	185,890	55,871	83,001	91,494	94,636	94,952	120,052
Borrowings	14,140	17,240	14,140	14,140	11,381	11,381	11,381
Other	21,330	14,228	21,330	21,330	21,330	21,330	21,330
Total current liabilities	859,179	671,096	721,376	706,402	707,391	731,803	756,903
NON-CURRENT LIABILITIES							
Provisions	170,862	187,586	184,983	198,401	212,508	227,114	227,114
Borrowings	17,522	11,039	16,500	95,828	151,729	213,195	298,702
Total non-current liabilities	188,384	198,625	201,483	294,229	364,237	440,309	525,816
TOTAL LIABILITIES	1,047,563	869,721	922,859	1,000,631	1,071,628	1,172,112	1,282,719
EQUITY							
Contributed equity	3,708,267	3,950,657	3,906,422	4,113,566	4,389,747	4,604,686	4,723,388
Accumulated surplus/(deficit)	1,587,110	1,544,357	1,616,782	1,658,539	1,707,226	1,757,047	1,782,084
Reserves	10,578,457	9,813,233	10,578,457	10,578,457	10,578,457	10,578,457	10,578,457
Total equity	15,873,834	15,308,247	16,101,661	16,350,562	16,675,430	16,940,190	17,083,929
TOTAL LIABILITIES AND EQUITY	16,921,397	16,177,968	17,024,520	17,351,193	17,747,058	18,112,302	18,366,648

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

(b) The decrease of restricted cash under current assets in 2015-16 is predominantly attributable to the release of restricted cash previously held for the payment of the 27th Pay.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	3,475,349	3,696,535	3,643,514	3,737,062	3,721,339	3,735,060	3,868,090
Capital appropriation.....	306,376	196,630	166,217	155,444	153,779	134,791	98,302
Administered equity contribution.....	-	3,942	3,942	31,700	108,600	66,385	14,400
Holding account drawdowns.....	19,414	21,736	21,736	45,285	28,905	19,144	19,144
State Government grants.....	5,991	4,454	4,325	4,046	5,694	3,736	3,736
Royalties for Regions Fund:							
Regional Community Services Fund.....	6,616	10,052	6,211	6,903	5,713	5,574	3,702
Regional Infrastructure and Headworks Fund.....	25,452	22,000	32,088	18,000	13,802	13,763	6,000
Net cash provided by State Government.....	3,839,198	3,955,349	3,878,033	3,998,440	4,037,832	3,978,453	4,013,374
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(3,292,624)	(3,726,615)	(3,672,174)	(3,672,406)	(3,753,446)	(3,833,261)	(3,946,505)
Supplies and services.....	(775,079)	(876,689)	(903,143)	(864,914)	(897,846)	(936,095)	(999,727)
Grants and subsidies.....	(58,167)	(44,759)	(46,922)	(48,302)	(39,627)	(31,482)	(29,482)
GST payments.....	(88,682)	(106,856)	(108,872)	(108,925)	(108,979)	(109,035)	(109,035)
Finance costs.....	(1,113)	(1,561)	(1,561)	(4,612)	(9,483)	(13,690)	(18,838)
Receipts ^(b)							
User contributions, charges and fees.....	99,309	116,252	120,085	121,401	123,388	125,438	128,453
Grants and contributions.....	581,356	636,060	667,443	686,792	810,852	908,510	952,901
GST receipts.....	87,204	106,757	106,757	106,757	106,757	106,757	106,757
Interest receipts.....	8,209	9,140	8,000	8,080	8,209	8,357	8,574
Other receipts.....	111,307	74,795	81,330	82,260	83,316	84,161	85,404
Net cash from operating activities.....	(3,328,280)	(3,813,476)	(3,749,057)	(3,693,869)	(3,676,859)	(3,690,340)	(3,821,498)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(431,443)	(295,260)	(332,322)	(300,413)	(338,310)	(265,341)	(185,855)
Net cash from investing activities.....	(431,443)	(295,260)	(332,322)	(300,413)	(338,310)	(265,341)	(185,855)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments.....	(14,505)	(14,752)	(14,752)	(15,206)	(15,998)	(16,952)	(18,201)
Net cash from financing activities.....	(14,505)	(14,752)	(14,752)	(15,206)	(15,998)	(16,952)	(18,201)
NET INCREASE/(DECREASE) IN CASH HELD.....	64,970	(168,139)	(218,098)	(11,048)	6,665	5,820	(12,180)
Cash assets at the beginning of the reporting period.....	764,286	641,703	829,256	611,158	600,110	606,775	612,595
Cash assets at the end of the reporting period.....	829,256	473,564	611,158	600,110	606,775	612,595	600,415

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
User Contributions, Charges and Fees							
Fees - Agricultural Colleges.....	3,838	3,949	3,949	4,097	4,197	4,197	4,197
Fees - Other.....	1,731	1,840	2,305	2,281	2,316	2,316	2,316
Fees - Swimming Classes.....	499	628	628	628	628	628	628
Physical Education Camp School Receipts...	2,034	2,203	2,203	2,285	2,343	2,343	2,343
School Charges and Fees.....	91,207	107,632	111,000	112,110	113,904	115,954	118,969
Grants and Contributions							
Commonwealth Grants.....	581,356	636,060	667,443	686,792	810,852	908,510	952,901
GST Receipts							
GST Input Credits	84,460	99,926	99,926	99,926	99,926	99,926	99,926
GST Receipts on Sales	2,744	6,831	6,831	6,831	6,831	6,831	6,831
Other Receipts							
Farm School Receipts.....	1,274	1,332	1,332	1,332	1,332	1,332	1,332
Other Receipts.....	50,103	20,354	27,701	27,291	27,543	27,543	27,543
Recoveries and Refunds - Teacher Salaries and Other	6,463	7,352	6,540	7,422	7,487	7,487	7,487
Schools - Donations	16,583	17,585	17,585	17,761	18,045	18,370	18,847
Schools - Interest Receipts.....	8,209	9,140	8,000	8,080	8,209	8,357	8,574
Schools - Other Receipts.....	36,884	28,172	28,172	28,454	28,909	29,429	30,195
TOTAL	887,385	943,004	983,615	1,005,290	1,132,522	1,233,223	1,282,089

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

Division 25 Education Services

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 29 Net amount appropriated to deliver services	8,797	22,061	14,922	15,797	16,898	16,381	16,097
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	313	320	320	329	329	329	329
Total appropriations provided to deliver services	9,110	22,381	15,242	16,126	17,227	16,710	16,426
ADMINISTERED TRANSACTIONS							
Item 30 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	424,779	439,446	439,446	449,237	449,903	458,455	474,026
TOTAL APPROPRIATIONS	433,889	461,827	454,688	465,363	467,130	475,165	490,452
EXPENSES							
Total Cost of Services	36,333	53,620	39,351	40,724	42,804	46,391	46,813
Net Cost of Services ^(a)	13,945	26,959	14,663	15,391	17,232	18,327	18,649
CASH ASSETS ^(b)	15,706	9,018	14,802	14,555	14,361	14,167	13,367

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Tariffs, Fees and Charges (Teacher Registration Board of Western Australia)	(393)	(80)	(879)	(1,199)	(979)
2016-17 Tariffs, Fees and Charges (Training Accreditation Council)	-	(113)	(184)	(178)	(298)
Revised 1.5% Public Sector Wages Policy	-	(7)	(130)	(255)	(384)
Revision to Low Interest Loan Scheme (LILS) Fair Value Expense	(7,386)	(7,529)	(6,736)	(5,202)	(5,202)
Revision to LILS Interest Revenue and Interest Expense	(6,514)	(6,964)	(5,430)	(4,210)	(4,210)

Significant Issues Impacting the Agency

- The Department will continue to administer a \$1 million loading with respect to the normal per capita funding rate in 2016-17 to support curriculum and re-engagement (CARE) schools which help students with social, emotional and behavioural difficulties.
- The Department will continue to review Independent Public Schools (IPS) during 2016-17, when 177 reviews are expected. The number of reviews is anticipated to increase by 62% relative to 2015-16, in line with the increase in the total number of schools attaining IPS status.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Education and training providers, and teachers, comply with the appropriate regulatory and policy requirements.	1. Regulation, Review, Funding, and Policy Advice

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Regulation, Review, Funding, and Policy Advice	36,333	53,620	39,351	40,724	42,804	46,391	46,813
Total Cost of Services	36,333	53,620	39,351	40,724	42,804	46,391	46,813

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Education and training providers, and teachers, comply with the appropriate regulatory and policy requirements:					
Percentage of non-government schools complying with registration requirements of the School Education Act 1999.....	91%	90%	92%	90%	
Percentage of providers of education services to full fee international students complying with registration requirements of the Education Service Providers (Full Fee Overseas Students) Registration Act 1991 (WA) and the Education Services for Overseas Students Act 2000 (Commonwealth).....	100%	100%	100%	100%	
Percentage of Registered Training Organisations compliant with the Australian Quality Training Framework Essential Standards for Registration.....	100%	100%	99%	100%	
Percentage of reviewed Independent Public Schools that have met service and delivery requirements	100%	100%	100%	100%	
Percentage of teachers compliant with the Teacher Registration Act 2012	100%	100%	100%	100%	

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

Services and Key Efficiency Indicators

1. Regulation, Review, Funding, and Policy Advice

Provision of regulatory, review, funding and policy advisory services, as required by legislation or government policy, to support provision of quality services by registered and/or accredited education and training providers.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(a)	\$'000 36,333	\$'000 53,620	\$'000 39,351	\$'000 40,724	
Less Income	22,388	26,661	24,688	25,333	
Net Cost of Service	13,945	26,959	14,663	15,391	
Employees (Full Time Equivalents).....	92	99	103	106	
Efficiency Indicators ^(b)					
Cost of Regulatory Services per Registered Provider/Institution	\$15,768.69	\$15,408.86	\$17,968.38	\$16,669.56	1
Cost of Recurrent Funding Programs per Student	\$7.92	\$6.98	\$8.77	\$6.39	1
Cost of Loan Services per Loan Advance.....	\$783.25	\$739.23	\$841.78	\$706.46	1
Hourly Cost of Providing Policy Advice and Support	\$136.03	\$124.59	\$131.53	\$110.30	1
Cost of Review Services per School.....	\$22,173.90	\$19,281.15	\$21,007.10	\$15,146.15	2
Cost of Regulatory Services per Teacher	\$101.95	\$131.34	\$109.20	\$125.06	3

(a) The expansion of the Low Interest Loan Scheme (LILS) from 2013-14 has impacted the Total Cost of Service. This increase is reflected across all efficiency indicators from the 2015-16 Budget onwards. Since the 2015-16 Mid-year Review, interest expenditure has been reforecast to reflect the downward trend in prevailing interest rates.

(b) All efficiency indicators for 2014-15 Actual and 2015-16 Budget have been re-stated to reflect new methodology as per changes to the Outcome Based Management structure for the 2015-16 Budget. The efficiency indicator 'Cost of Funding Services per Funded Unit' has been replaced by 'Cost of Recurrent Funding Programs per Student' and 'Cost of Loan Services per Loan Advance'.

Explanation of Significant Movements

(Notes)

1. The 28% decrease in the indicators for the 2016-17 Budget Target compared to the 2015-16 Estimated Actual reflects improved efficiencies as increased services are being provided utilising existing staff resources.
2. The 28% decrease in the indicator for the 2016-17 Budget Target compared to the 2015-16 Estimated Actual reflects improved efficiencies as a result of a significant increase in the number of reviews of IPS being undertaken.
3. The 14% increase in the indicator for the 2016-17 Budget Target compared to the 2015-16 Estimated Actual reflects an increase in the cost of services attributable to the Teacher Registration Board of Western Australia (TRBWA) represented by the increase in renewals of registration expected during 2016-17.

Asset Investment Program

The Department's Asset Investment Program for 2016-17 comprises ongoing replacement of office furniture, fittings and information technology (IT) upgrades.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
IT Upgrade and Replacement							
TRBWA Related Asset Investment	272	112	30	40	40	40	40
COMPLETED WORKS							
Furniture and Fittings - 2015-16 Program	10	10	10	-	-	-	-
IT Upgrade and Replacement - 2015-16 Program	25	25	25	-	-	-	-
NEW WORKS							
Furniture and Fittings							
2016-17 Program	5	-	-	5	-	-	-
2017-18 Program	5	-	-	-	5	-	-
2018-19 Program	10	-	-	-	-	5	5
IT Upgrade and Replacement							
2016-17 Program	30	-	-	30	-	-	-
2017-18 Program	30	-	-	-	30	-	-
2018-19 Program	60	-	-	-	-	30	30
Total Cost of Asset Investment Program	447	147	65	75	75	75	75
FUNDED BY							
Drawdowns from the Holding Account			35	35	35	35	35
Internal Funds and Balances			30	40	40	40	40
Total Funding			65	75	75	75	75

Financial Statements

Income Statement

Expenses

The income statement shows an increase in Total Cost of Services of \$1 million (2%) in 2016-17 when compared to the 2015-16 Estimated Actual.

This is due to an increase of \$1.4 million in the budget expenses for the operation of the LILS and a \$0.3 million increase in employee benefits attributable to a rise in salaries and wages expenditure resulting from indexation of 2.45%. This is offset by a reduction in accommodation expenses of \$0.5 million as a result of the expiry of redundant building leases in 2016.

The increase in finance costs is attributable to the increase in LILS funding from \$55 million to \$57 million in 2016-17.

Income

Total income for 2016-17 is budgeted at \$25.3 million which is 1% higher than the 2015-16 Estimated Actual of \$25 million. This is predominantly due to the increase in interest revenue as a result of an increase in LILS funding.

Service appropriations for the 2016-17 Estimated Actual are \$0.9 million (6%) below the 2015-16 Budget due to the reforecast of LILS interest revenue and interest expenditure.

Statement of Financial Position

The most significant assets in the Department's statement of financial position are loans and advances provided to schools for asset investment under the LILS. These assets are offset by liabilities represented by borrowings from the Western Australian Treasury Corporation.

Notwithstanding the Department's deficiency of net assets, the financial statements have been prepared as a going concern. This basis has been adopted as the Department is a Government agency which is funded from Parliamentary appropriation from the Consolidated Account. The Department's total equity is expected to improve in 2016-17 by \$1.2 million (5%) compared to 2015-16 Estimated Actual.

Statement of Cashflows

The 2016-17 closing cash assets balance of \$14.6 million represents a slight decrease of \$0.3 million (2%) in comparison to the 2015-16 Estimated Actual of \$14.8 million. This is mainly driven by higher finance costs expected for 2016-17 resulting from an increase in LILS funding.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	11,282	12,974	12,998	13,250	13,259	13,266	13,329
Grants and subsidies ^(c)	64	35	35	35	35	38	40
Supplies and services.....	6,494	7,025	6,632	6,928	6,968	7,642	7,925
Accommodation.....	1,464	2,120	2,120	1,609	1,607	1,672	1,739
Depreciation and amortisation.....	821	378	378	378	378	456	456
Finance costs.....	15,941	30,762	16,862	18,276	20,309	23,063	23,063
Other expenses.....	267	326	326	248	248	254	261
TOTAL COST OF SERVICES	36,333	53,620	39,351	40,724	42,804	46,391	46,813
Income							
Sale of goods and services.....	6,920	8,636	8,243	8,147	7,827	8,176	8,276
Grants and subsidies.....	170	-	-	-	-	-	-
Interest revenue.....	14,955	17,805	16,225	16,966	17,525	19,668	19,668
Other revenue.....	343	220	220	220	220	220	220
Total Income	22,388	26,661	24,688	25,333	25,572	28,064	28,164
NET COST OF SERVICES	13,945	26,959	14,663	15,391	17,232	18,327	18,649
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	9,110	22,381	15,242	16,126	17,227	16,710	16,426
Resources received free of charge.....	437	450	450	450	450	450	450
TOTAL INCOME FROM STATE GOVERNMENT	9,547	22,831	15,692	16,576	17,677	17,160	16,876
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(4,398)	(4,128)	1,029	1,185	445	(1,167)	(1,773)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 92, 103 and 106 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Other Miscellaneous Grants.....	29	-	-	-	-	-	-
Other Scholarships	35	35	35	35	35	38	40
TOTAL	64	35	35	35	35	38	40

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	15,340	8,644	14,802	14,506	14,261	14,015	13,162
Restricted cash	366	374	-	-	-	-	-
Holding account receivables	624	35	624	624	624	624	624
Receivables	206	138	206	206	206	206	206
Loans to schools	27,682	29,357	27,900	29,982	32,194	34,382	36,570
Other	1,571	996	1,571	1,571	1,571	1,571	1,571
Assets held for sale	1,791	2,395	1,791	1,791	1,791	1,791	1,791
Total current assets	47,580	41,939	46,894	48,680	50,647	52,589	53,924
NON-CURRENT ASSETS							
Holding account receivables	-	932	343	686	1,029	1,372	1,715
Property, plant and equipment	2,838	3,208	2,765	2,702	2,639	2,498	2,357
Intangibles	1,603	965	1,363	1,123	883	643	403
Restricted cash	-	-	-	49	100	152	205
Receivables – Loans to schools	199,474	217,815	228,557	254,895	278,098	297,603	317,108
Other	-	-	-	-	-	-	-
Total non-current assets	203,915	222,920	233,028	259,455	282,749	302,268	321,788
TOTAL ASSETS	251,495	264,859	279,922	308,135	333,396	354,857	375,712
CURRENT LIABILITIES							
Employee provisions	1,253	1,100	1,253	1,253	1,253	1,253	1,253
Payables	195	456	195	195	195	195	195
Borrowings	27,682	29,357	27,900	29,982	32,194	34,382	36,570
Other	6,550	6,348	6,113	6,023	5,933	5,843	5,753
Total current liabilities	35,680	37,261	35,461	37,453	39,575	41,673	43,771
NON-CURRENT LIABILITIES							
Employee provisions	1,386	1,685	1,386	1,386	1,386	1,386	1,386
Borrowings	240,507	266,557	268,124	293,160	315,854	336,384	356,914
Other	-	171	-	-	-	-	-
Total non-current liabilities	241,893	268,413	269,510	294,546	317,240	337,770	358,300
TOTAL LIABILITIES	277,573	305,674	304,971	331,999	356,815	379,443	402,071
EQUITY							
Contributed equity	18	18	18	18	18	18	18
Accumulated surplus/(deficit)	(27,221)	(41,948)	(26,192)	(25,007)	(24,562)	(25,729)	(27,502)
Reserves	1,125	1,115	1,125	1,125	1,125	1,125	1,125
Total equity ^(b)	(26,078)	(40,815)	(25,049)	(23,864)	(23,419)	(24,586)	(26,359)
TOTAL LIABILITIES AND EQUITY	251,495	264,859	279,922	308,135	333,396	354,857	375,712

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

(b) Notwithstanding the Department's deficiency of net assets, the financial statements have been prepared as a going concern. This basis has been adopted as the Department is a Government agency which is funded from Parliamentary appropriation from the Consolidated Account.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	8,732	22,003	14,864	15,748	16,849	16,332	16,048
Holding account drawdowns.....	35	35	35	35	35	35	35
Net cash provided by State Government.....	8,767	22,038	14,899	15,783	16,884	16,367	16,083
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(11,312)	(12,974)	(13,350)	(13,250)	(13,259)	(13,266)	(13,329)
Grants and subsidies.....	(64)	(35)	(35)	(35)	(35)	(38)	(40)
Supplies and services.....	(5,916)	(6,543)	(6,150)	(6,445)	(6,485)	(7,158)	(7,439)
Accommodation.....	(1,465)	(2,103)	(2,103)	(1,592)	(1,590)	(1,655)	(1,723)
Finance costs.....	(9,167)	(16,764)	(10,250)	(11,500)	(12,740)	(13,960)	(13,960)
Other payments.....	(1,200)	(878)	(878)	(801)	(801)	(808)	(816)
Receipts ^(b)							
Regulatory fees and fines.....	1,632	1,704	1,704	1,719	1,781	2,023	1,903
Grants and subsidies.....	171	-	-	-	-	-	-
Sale of goods and services.....	5,552	6,932	6,539	6,428	6,046	6,153	6,373
GST receipts.....	871	525	525	525	525	525	525
Interest received.....	6,869	7,600	8,225	8,966	9,525	11,668	11,668
Other receipts.....	344	120	120	120	120	120	120
Net cash from operating activities.....	(13,685)	(22,416)	(15,653)	(15,865)	(16,913)	(16,396)	(16,718)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(1,967)	(65)	(65)	(75)	(75)	(75)	(75)
Other payments.....	(164)	-	-	-	-	-	-
Net cash from investing activities.....	(2,131)	(65)	(65)	(75)	(75)	(75)	(75)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(29,333)	(29,915)	(27,985)	(30,072)	(32,284)	(34,472)	(34,472)
Other payments.....	(54,300)	(55,700)	(55,700)	(57,100)	(57,100)	(57,100)	(57,100)
Proceeds from borrowings.....	54,300	55,700	55,700	57,100	57,100	57,100	57,100
Other proceeds.....	29,253	29,830	27,900	29,982	32,194	34,382	34,382
Net cash from financing activities.....	(80)	(85)	(85)	(90)	(90)	(90)	(90)
NET INCREASE/(DECREASE) IN CASH HELD.....	(7,129)	(528)	(904)	(247)	(194)	(194)	(800)
Cash assets at the beginning of the reporting period.....	22,835	9,546	15,706	14,802	14,555	14,361	14,167
Cash assets at the end of the reporting period.....	15,706	9,018	14,802	14,555	14,361	14,167	13,367

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Regulatory Fees and Fines							
Regulatory Fees - Receipts	1,632	1,704	1,704	1,719	1,781	2,023	1,903
Grants and Subsidies							
Direct Grants and Subsidies Received from Commonwealth - Recurrent	135	-	-	-	-	-	-
Sale of Goods and Services							
Receipts - Sale of Goods and Services	5,552	6,932	6,539	6,428	6,046	6,153	6,373
GST Receipts							
GST Receipts from the Australian Taxation Office	846	396	396	396	396	396	396
GST Receipts on Sales	25	129	129	129	129	129	129
Other Receipts							
Interest Received	6,726	7,600	8,225	8,966	9,525	11,668	11,668
Interest Received - Monies Held in Participating Trust Funds	143	-	-	-	-	-	-
Other Receipts	344	120	120	120	120	120	120
TOTAL	15,403	16,881	17,113	17,758	17,997	20,489	20,589

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Interest Revenue	5	7	7	7	7	7	7
Service Appropriation	424,779	439,446	439,446	449,237	449,903	458,455	474,026
TOTAL ADMINISTERED INCOME	424,784	439,453	439,453	449,244	449,910	458,462	474,033
EXPENSES							
Grants to Charitable and Other Public Bodies							
Per Capita Grants to Non-Government Schools	383,424	400,040	399,224	409,304	410,703	418,344	432,801
Supplementation Grants for Special Education Students	21,870	22,917	23,516	23,572	24,320	25,239	26,352
Non-Government School Psychology Services Grant	4,455	4,624	4,605	4,605	4,605	4,605	4,605
Funding for Western Australian Hospital Services and Western Australian Institute for Deaf Education	5,723	6,236	6,014	6,327	4,862	4,862	4,862
Grants for Students at Risk and Other Programs	832	520	1,273	1,273	1,273	1,273	1,273
Australian Music Examinations Board Grant	173	181	181	181	181	181	181
Teacher Training for Vocational Education and Training in Non-Government Schools	915	666	666	-	-	-	-
All Other Grants	120	193	126	156	157	158	159
Statutory Authorities							
Curtin University of Technology - Debt Charges	32	25	37	15	6	-	-
Other							
Superannuation - Higher Education Institutions	3,808	4,040	3,800	3,800	3,800	3,800	3,800
Finance Costs	5	11	11	11	3	-	-
TOTAL ADMINISTERED EXPENSES	421,357	439,453	439,453	449,244	449,910	458,462	474,033

Division 26 School Curriculum and Standards Authority

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 31 Net amount appropriated to deliver services	31,039	34,981	34,981	35,612	32,609	31,514	29,932
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	313	313	313	313	313	313	313
Total appropriations provided to deliver services	31,352	35,294	35,294	35,925	32,922	31,827	30,245
CAPITAL							
Item 130 Capital Appropriation	-	-	-	831	1,500	200	-
TOTAL APPROPRIATIONS	31,352	35,294	35,294	36,756	34,422	32,027	30,245
EXPENSES							
Total Cost of Services	34,198	37,874	37,874	38,361	35,530	34,449	32,867
Net Cost of Services ^(a)	31,540	35,449	35,449	35,894	33,063	31,982	30,400
CASH ASSETS ^(b)	6,636	3,593	4,913	4,860	4,807	4,754	4,701

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Kindergarten to Year 12 Student Records Management System	-	250	450	450	450
National Assessment Program - Literacy and Numeracy Online Implementation	-	381	427	(457)	(2,103)
Reforms to the Western Australian Certificate of Education	-	2,528	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(9)	(194)	(377)	(572)

Significant Issues Impacting the Agency

- On 21 January 2013, the Government approved changes to the Western Australian Certificate of Education (WACE) that took effect in 2015 for Year 11 students and in 2016 for Year 12 students. These changes include additional assessment requirements such as the Online Literacy and Numeracy Assessment (OLNA) and Externally Set Tasks (ESTs). In addition, there is an unanticipated increase in the number of students sitting external examinations as a result of these changes.
- At the 2013-14 Mid-year Review, the State Government approved a total of \$6.9 million from 2013-14 to 2017-18 for the implementation of the second and third phases of the National Curriculum and for the expanded Kindergarten to Year 10 functions of the Authority. Development of support materials for schools will continue throughout 2016-17.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Quality curriculum outline (Kindergarten to Year 12), assessment (Year 3 to Year 12) and certification (Years 11 and 12) in Western Australia.	1. Curriculum Development, Evaluation and Support 2. Student Assessment and Certification

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Curriculum Development, Evaluation and Support.....	10,097	9,717	9,188	9,533	9,219	8,938	8,528
2. Student Assessment and Certification.....	24,101	28,157	28,686	28,828	26,311	25,511	24,339
Total Cost of Services	34,198	37,874	37,874	38,361	35,530	34,449	32,867

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15	2015-16	2015-16	2016-17	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Quality curriculum outline (Kindergarten to Year 12), assessment (Year 3 to Year 12) and certification (Years 11 and 12) in Western Australia:					
Engagement of and acceptance by stakeholders of responsive syllabuses, accreditation and review.....	4.2	4.2	4.2	4.2	1,2,3
Engagement of and acceptance by stakeholders of comprehensive and easily understood assessment policy and support	4.2	4.2	4.2	4.2	1,2,3
Engagement of and acceptance by stakeholders of valid and reliable external and school-based assessments	4.2	4.2	4.2	4.2	1,2,3

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

Explanation of Significant Movements

(Notes)

- Scale range is from 1 (low) to 5 (high).
- The 2014-15 Actual shown above was reported in the Authority's 2014-15 Annual Report and reflected broad-based support for syllabuses assessment and examinations.
- The 2016-17 Budget Target is based on the 2015-16 Estimated Actual indicators.

Services and Key Efficiency Indicators

1. Curriculum Development, Evaluation and Support

This service involves curriculum development and accreditation for all courses to ensure high quality and standards of contemporary curriculum provision and formal course review based on stakeholder feedback and consultation for Pre-primary to Year 12.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 10,097	\$'000 9,717	\$'000 9,188	\$'000 9,533	1,2
Less Income.....	49	-	-	-	
Net Cost of Service.....	10,048	9,717	9,188	9,533	
Employees (Full Time Equivalents).....	50	53	50	44	
Efficiency Indicators					
Average Cost per Registered School for Syllabus Development and Review (Pre-primary - Year 12).....	\$9,095	\$8,562	\$8,270	\$8,580	1,2

Explanation of Significant Movements

(Notes)

1. The Authority received State funding of \$6.9 million to perform its legislated function for Kindergarten to Year 10 schooling. The funding was spread over 2013-14 to 2017-18, with most of the funding allocated to syllabus development in 2014-15.
2. The 2016-17 Budget Target of \$9.5 million is \$345,000 more than the 2015-16 Estimated Actual of \$9.2 million due to additional expenditure for the development of support materials for Pre-primary to Year 10 schooling.

2. Student Assessment and Certification

This service involves the provision of clear assessment policy and guidelines, provision of high quality external assessments and rigorous processes for standards setting and certification.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 24,101	\$'000 28,157	\$'000 28,686	\$'000 28,828	1
Less Income.....	2,609	2,425	2,425	2,467	
Net Cost of Service.....	21,492	25,732	26,261	26,361	
Employees (Full Time Equivalents).....	93	94	92	89	
Efficiency Indicators					
Average Cost per Enrolled Student for Moderation (Years 3-12).....	\$101	\$101	\$102	\$52	2,3
Average Cost per Enrolled Student for External Assessment (Years 11-12).....	\$309	\$242	\$244	\$120	2,3
Average Cost per Enrolled Year 12 Student for Certification.....	\$1,331	\$1,119	\$1,016	\$668	2,3
Average Cost per Enrolled Student for National Assessment Program Literacy and Numeracy (NAPLAN)	\$33	\$42	\$47	\$51	

Explanation of Significant Movements

(Notes)

1. The increase of \$4.6 million in the Total Cost of Service, from \$24.1 million in the 2014-15 Actual to \$28.7 million in the 2015-16 Estimated Actual is mainly due to the cost incurred for the development of standards for Kindergarten to Year 10 schooling in 2015-16 and the return to a full cohort of students in 2015.
2. The average cost efficiency indicators are based on Total Cost of Service divided by enrolments. The return to a full cohort of students in 2015-16 resulted in the drop of \$65 in the Average Cost per Enrolled Student for External Assessment (Years 11-12) between the 2015-16 Estimated Actual of \$244 and the 2014-15 Actual of \$309. This also explains the drop of \$315 in the Average Cost per Enrolled Year 12 Student for Certification between the 2015-16 Estimated Actual of \$1,016 and the 2014-15 Actual of \$1,331.
3. The lower average cost efficiency indicators for moderation, external assessment and certification between the 2016-17 Budget Target and 2015-16 Estimated Actual is due to the inclusion of enrolments in General courses. Prior to 2016-17, the indicators were based on enrolments for the Australian Tertiary Admission Rank examinations and assessments. The reforms to the WACE implemented in 2015 for Year 11 students and 2016 for Year 12 students require Year 12 students enrolled in General courses to sit for ESTs.

Asset Investment Program

The 2016-17 Asset Investment Program consists of a three-year phased development of a Student Records Management System (SRMS) with an estimated total cost of \$2.5 million. The SRMS is utilised for recording enrolments for students in Kindergarten to Year 12 (K-12) and achievements for Pre-primary to Year 12. The SRMS will replace the Authority's Student Information Records System (SIRS), a system that provides only for Year 11 and 12 student records.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Computer Hardware and Software							
Information Technology Upgrade and Replacement							
Hardware and Software.....	930	930	60	-	-	-	-
Patching Student Information Records System.....	170	170	59	-	-	-	-
Online Curriculum Programming Tool for Kindergarten to Year 10.....							
	740	740	405	-	-	-	-
K-12 SRMS (Scoping).....	800	800	800	-	-	-	-
NEW WORKS							
K-12 SRMS (Development and Implementation)	2,531	-	-	831	1,500	200	-
Total Cost of Asset Investment Program.....	5,171	2,640	1,324	831	1,500	200	-
FUNDED BY							
Capital Appropriation			-	831	1,500	200	-
Drawdowns from the Holding Account.....			131	-	-	-	-
Internal Funds and Balances.....			1,193	-	-	-	-
Total Funding.....			1,324	831	1,500	200	-

Financial Statements

Income Statement

Expenses

The Total Cost of Services of \$38.4 million in the 2016-17 Budget Estimate is \$487,000 (1.3%) higher than the \$37.9 million in the 2015-16 Estimated Actual due mainly to the following factors:

- an additional cost of \$359,000 for the development and conduct of the 2016 WACE, ESTs for General courses and OLNA; and
- costs associated with the phased roll-out of the NAPLAN Online of \$381,000 in 2016-17 to meet the timeline set by the Council of Australian Government's Education Council to completely phase out 'pen and paper' testing in 2019.

The projected fall in supplies and services expenses in 2018-19 and 2019-20 is due to the final transition to NAPLAN Online for all schools by 2019.

Income

Service appropriations of \$35.9 million in the 2016-17 Budget Estimate represent an increase of \$631,000 (1.8%) over the 2015-16 Estimated Actual of \$35.3 million, mainly due to the factors listed in the Expenses section above.

Statement of Financial Position

The fall of \$2.1 million in restricted cash between the 2015-16 Estimated Actual and the 2014-15 Actual is due to the utilisation of the cash to meet the 27th Pay.

The increase of \$799,000 in intangibles between the 2015-16 Estimated Actual and the 2014-15 Actual represents scoping and technical design costs for the development of a SRMS for K-12.

The increase in contributed equity of \$831,000 between the 2016-17 Budget Estimate of \$8.8 million and the 2015-16 Estimated Actual of \$7.9 million is due to the first year (2016-17) of capital appropriation for the development of a K-12 SRMS (New Works in the Asset Investment Program (AIP) table above).

Statement of Cashflows

The factors mentioned in the Expenses section of the Income Statement above also accounted for the \$396,000 increase in service appropriations between the 2016-17 Budget Estimate and the 2015-16 Estimated Actual.

The projected cashflow reduction in supplies and services in 2018-19 and 2019-20 is due to the final transition to NAPLAN Online for all schools by 2019.

Purchase of non-current assets falls by \$493,000 between the 2016-17 Budget Estimate (\$831,000) and the 2015-16 Estimated Actual (\$1.3 million) due to the completion of non-recurrent investment in asset investment for the patching of the Authority's current SIRS; the development of an Online Curriculum Programming Tool for Kindergarten to Year 10; and scoping and technical design costs for a K-12 SRMS. The items are listed in the AIP table above.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	18,286	19,515	19,550	19,422	19,312	19,191	19,408
Grants and subsidies ^(c)	52	15	15	15	15	15	15
Supplies and services.....	12,796	15,547	15,512	16,096	13,776	12,905	11,106
Accommodation.....	1,603	1,688	1,688	1,670	1,672	1,675	1,675
Depreciation and amortisation.....	878	863	863	912	509	423	423
Other expenses.....	583	246	246	246	246	240	240
TOTAL COST OF SERVICES	34,198	37,874	37,874	38,361	35,530	34,449	32,867
Income							
Sale of goods and services.....	1,085	824	824	824	824	824	824
Grants and subsidies.....	47	-	-	-	-	-	-
Other revenue.....	1,526	1,601	1,601	1,643	1,643	1,643	1,643
Total Income	2,658	2,425	2,425	2,467	2,467	2,467	2,467
NET COST OF SERVICES	31,540	35,449	35,449	35,894	33,063	31,982	30,400
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	31,352	35,294	35,294	35,925	32,922	31,827	30,245
Resources received free of charge.....	177	110	110	110	110	110	110
TOTAL INCOME FROM STATE GOVERNMENT	31,529	35,404	35,404	36,035	33,032	31,937	30,355
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(11)	(45)	(45)	141	(31)	(45)	(45)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 143, 142 and 133 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants to Universities for Research Under the Australian Research Council Linkage Projects.....	40	-	-	-	-	-	-
Scholarships and Other Grants.....	12	15	15	15	15	15	15
TOTAL	52	15	15	15	15	15	15

**STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)**

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	2,636	2,393	3,010	2,957	2,904	2,851	2,798
Restricted cash	2,097	597	-	-	-	-	-
Holding account receivables.....	390	650	150	112	-	-	-
Receivables	259	271	259	259	259	259	259
Other.....	429	77	437	437	437	437	437
Total current assets	5,811	3,988	3,856	3,765	3,600	3,547	3,494
NON-CURRENT ASSETS							
Holding account receivables.....	2,607	2,820	3,429	4,415	4,938	5,361	5,784
Property, plant and equipment.....	115	77	52	-	-	-	-
Intangibles	1,505	2,233	2,304	2,550	3,816	3,868	3,720
Restricted cash	1,903	603	1,903	1,903	1,903	1,903	1,903
Other.....	2,922	2,248	2,647	2,372	2,097	1,822	1,547
Total non-current assets	9,052	7,981	10,335	11,240	12,754	12,954	12,954
TOTAL ASSETS	14,863	11,969	14,191	15,005	16,354	16,501	16,448
CURRENT LIABILITIES							
Employee provisions	4,302	4,120	4,152	4,002	3,890	3,890	3,890
Payables.....	421	280	421	413	405	397	389
Other.....	591	548	114	114	114	114	114
Total current liabilities	5,314	4,948	4,687	4,529	4,409	4,401	4,393
NON-CURRENT LIABILITIES							
Employee provisions	628	499	628	628	628	628	628
Other.....	11	-	11	11	11	11	11
Total non-current liabilities	639	499	639	639	639	639	639
TOTAL LIABILITIES.....	5,953	5,447	5,326	5,168	5,048	5,040	5,032
EQUITY							
Contributed equity	7,925	7,925	7,925	8,756	10,256	10,456	10,456
Accumulated surplus/(deficit).....	985	(1,403)	940	1,081	1,050	1,005	960
Total equity	8,910	6,522	8,865	9,837	11,306	11,461	11,416
TOTAL LIABILITIES AND EQUITY	14,863	11,969	14,191	15,005	16,354	16,501	16,448

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	30,534	34,431	34,431	34,827	32,399	31,404	29,822
Capital appropriation.....	-	-	-	831	1,500	200	-
Holding account drawdowns.....	990	390	281	150	112	-	-
Net cash provided by State Government.....	31,524	34,821	34,712	35,808	34,011	31,604	29,822
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(18,139)	(19,665)	(20,177)	(19,572)	(19,424)	(19,191)	(19,408)
Grants and subsidies.....	(51)	(15)	(15)	(15)	(15)	(15)	(15)
Supplies and services.....	(12,517)	(15,445)	(15,410)	(15,994)	(13,674)	(12,803)	(11,004)
Accommodation.....	(1,725)	(1,688)	(1,688)	(1,670)	(1,672)	(1,675)	(1,675)
Other payments.....	(2,490)	(606)	(606)	(606)	(606)	(600)	(600)
Receipts							
Grants and subsidies.....	47	-	-	-	-	-	-
Sale of goods and services.....	1,056	824	824	824	824	824	824
GST receipts.....	1,043	360	360	360	360	360	360
Other receipts.....	1,526	1,601	1,601	1,643	1,643	1,643	1,643
Net cash from operating activities.....	(31,250)	(34,634)	(35,111)	(35,030)	(32,564)	(31,457)	(29,875)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(970)	(240)	(1,324)	(831)	(1,500)	(200)	-
Net cash from investing activities.....	(970)	(240)	(1,324)	(831)	(1,500)	(200)	-
NET INCREASE/(DECREASE) IN CASH HELD							
HELD.....	(696)	(53)	(1,723)	(53)	(53)	(53)	(53)
Cash assets at the beginning of the reporting period.....	7,332	3,646	6,636	4,913	4,860	4,807	4,754
Cash assets at the end of the reporting period.....	6,636	3,593	4,913	4,860	4,807	4,754	4,701

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

Division 27 **Country High School Hostels Authority**
Part 5 **Minister for Education; Aboriginal Affairs; Electoral Affairs**

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 32 Net amount appropriated to deliver services	5,900	5,844	5,844	5,772	5,589	5,449	5,488
Total appropriations provided to deliver services.....	5,900	5,844	5,844	5,772	5,589	5,449	5,488
CAPITAL							
Item 131 Capital Appropriation	967	958	958	952	952	952	952
TOTAL APPROPRIATIONS	6,867	6,802	6,802	6,724	6,541	6,401	6,440
EXPENSES							
Total Cost of Services.....	14,964	15,705	15,658	15,440	15,252	15,012	15,001
Net Cost of Services ^(a)	3,518	5,982	5,935	5,375	5,148	4,948	4,987
CASH ASSETS ^(b)	10,878	4,335	4,312	4,855	5,533	6,274	7,015

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding.....	-	35	-	-	-

Significant Issues Impacting the Agency

- Residential college enrolments and enrolment revenue have been affected at some colleges by the decline in the population of some rural areas.
- State Government spending through the Royalties for Regions (RfR) program is providing significant upgrades to ageing residential college infrastructure, ensuring that residential colleges have sufficient single bed capacity to meet current parental expectations for modern boarding facilities.
- The Government is progressing legislative changes to subsume the Authority into the Department of Education which will strengthen governance arrangements for residential colleges. This is in-line with the outcomes of the Blaxell Inquiry.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	Quality accommodation, care and services for isolated students who have to board away from home to attend school.	1. Establishment, Operation and Maintenance of Residential Colleges

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Establishment, Operation and Maintenance of Residential Colleges	14,964	15,705	15,658	15,440	15,252	15,012	15,001
Total Cost of Services	14,964	15,705	15,658	15,440	15,252	15,012	15,001

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Quality accommodation, care and services for isolated students who have to board away from home to attend school:					
Average residential college occupancy rate.....	68%	70%	68%	68%	
Families rating accommodation, care and services as good or better.....	92%	92%	92%	92%	

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

Services and Key Efficiency Indicators

1. Establishment, Operation and Maintenance of Residential Colleges

Quality accommodation, care and services for isolated students who have to board away from home to attend school.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 14,964	\$'000 15,705	\$'000 15,658	\$'000 15,440	
Less Income.....	11,446	9,723	9,723	10,065	
Net Cost of Service.....	3,518	5,982	5,935	5,375	
Employees (Full Time Equivalents).....	114	114	114	114	
Efficiency Indicators					
Cost (Efficiency) Average Cost per Student.....	27,258	25,209	25,133	24,903	

Asset Investment Program

The RfR program is providing for the redevelopment of the regional residential colleges, which are strategically important in the delivery of quality secondary education for families living beyond the reach of secondary school bus services. In addition to works scheduled to be completed in 2015-16 at the Broome, Esperance, Merredin and Narrogin Residential Colleges, business cases regarding upgrades to other residential colleges are being developed for future consideration by Government.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Maintenance Program - Residential Colleges							
2015-16 Program.....	494	494	494	-	-	-	-
Redevelopment Programs							
Broome Residential College Stage 2 ^(a)	11,500	11,500	11,020	-	-	-	-
Esperance Residential College Stage 2 ^(a)	2,309	2,309	1,442	-	-	-	-
Merredin Residential College Stage 2 ^(a)	3,900	3,900	1,719	-	-	-	-
Narrogin Residential College Upgrades ^(a)	1,400	1,400	28	-	-	-	-
NEW WORKS							
Maintenance Program - Residential Colleges							
2016-17 Maintenance Program.....	494	-	-	494	-	-	-
2017-18 Maintenance Program.....	494	-	-	-	494	-	-
2018-19 Maintenance Program.....	494	-	-	-	-	494	-
2019-20 Maintenance Program.....	494	-	-	-	-	-	494
Redevelopment Programs							
Royalties for Regions - Regional Residential Colleges							
Capitals Works Allocation ^(a)	8,701	-	-	-	-	8,701	-
Total Cost of Asset Investment Program.....	30,280	19,603	14,703	494	494	9,195	494
Loan and Other Repayments.....			958	952	952	952	952
Total.....	30,280	19,603	15,661	1,446	1,446	10,147	1,446
FUNDED BY							
Capital Appropriation.....			958	952	952	952	952
Drawdowns from the Holding Account.....			494	494	494	494	494
Internal Funds and Balances.....			6,709	-	-	-	-
Drawdowns from RfR Fund ^(b)			7,500	-	-	8,701	-
Total Funding.....			15,661	1,446	1,446	10,147	1,446

(a) Funded from the RfR Fund.

(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The 2016-17 Budget Estimate (\$15.4 million) compared to the 2015-16 Estimated Actual (\$15.7 million) represents a 1.4% decrease. This is mainly due to a moderate decrease in consumables expenses.

Income

The 2016-17 Budget Estimate (\$10.1 million) compared to the 2015-16 Estimated Actual (\$9.7 million) represents a 4.1% increase. This is mainly due to an increase in boarding fees in 2017 and a projected increase in enrolments following the move of Year 7 students to high school in 2015.

Statement of Financial Position

The Authority's property values will increase during future financial years following additions and improvements to its residential colleges. The additions and improvements are being funded from the RfR Fund, which is treated as contributed equity, thus increasing total equity.

Statement of Cashflows

Cashflow from the RfR Fund in 2018-19 relates to additions and improvements to other residential colleges.

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	7,867	8,284	8,237	8,198	8,098	7,877	7,852
Supplies and services	1,570	1,801	1,801	1,670	1,660	1,681	1,685
Accommodation	1,557	1,436	1,436	1,410	1,387	1,402	1,411
Depreciation and amortisation	2,179	2,250	2,250	2,250	2,250	2,250	2,250
Interest expenses	810	830	830	805	755	692	692
Other expenses	981	1,104	1,104	1,117	1,122	1,130	1,133
TOTAL COST OF SERVICES	14,964	15,705	15,658	15,440	15,252	15,012	15,001
Income							
Sale of goods and services	6,967	9,263	9,263	9,605	9,644	9,604	9,554
Other revenue	4,479	460	460	460	460	460	460
Total Income	11,446	9,723	9,723	10,065	10,104	10,064	10,014
NET COST OF SERVICES	3,518	5,982	5,935	5,375	5,148	4,948	4,987
INCOME FROM STATE GOVERNMENT							
Service appropriations	5,900	5,844	5,844	5,772	5,589	5,449	5,488
Resources received free of charge	146	115	115	115	115	115	115
Royalties for Regions Fund:							
Regional Community Services Fund	112	116	69	119	122	125	125
TOTAL INCOME FROM STATE GOVERNMENT	6,158	6,075	6,028	6,006	5,826	5,689	5,728
SURPLUS/(DEFICIENCY) FOR THE PERIOD	2,640	93	93	631	678	741	741

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 114, 114 and 114 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	2,410	1,870	2,553	3,096	3,820	4,561	5,302
Restricted cash	8,468	2,465	1,759	1,759	1,713	1,713	1,713
Holding account receivables.....	494	572	520	546	572	572	572
Receivables	1,538	879	1,538	1,538	1,538	1,538	1,538
Other.....	42	31	42	42	42	42	42
Total current assets	12,952	5,817	6,412	6,981	7,685	8,426	9,167
NON-CURRENT ASSETS							
Holding account receivables.....	14,809	16,487	16,539	18,269	19,999	21,755	23,511
Property, plant and equipment.....	80,310	101,485	92,763	91,007	89,251	96,196	94,440
Other.....	2,268	-	2,268	2,268	2,268	2,268	2,268
Total non-current assets	97,387	117,972	111,570	111,544	111,518	120,219	120,219
TOTAL ASSETS	110,339	123,789	117,982	118,525	119,203	128,645	129,386
CURRENT LIABILITIES							
Employee provisions	406	542	406	406	406	406	406
Payables	305	242	305	305	305	305	305
Other.....	1,634	1,593	1,678	1,585	1,585	1,585	1,585
Total current liabilities	2,345	2,377	2,389	2,296	2,296	2,296	2,296
NON-CURRENT LIABILITIES							
Employee provisions	499	439	499	499	499	499	499
Borrowings.....	14,884	13,932	13,932	12,986	12,034	11,082	10,130
Other.....	47	48	47	47	47	47	47
Total non-current liabilities	15,430	14,419	14,478	13,532	12,580	11,628	10,676
TOTAL LIABILITIES.....	17,775	16,796	16,867	15,828	14,876	13,924	12,972
EQUITY							
Contributed equity	63,446	80,605	71,904	72,855	73,807	83,460	84,412
Accumulated surplus/(deficit).....	23,068	19,873	23,161	23,792	24,470	25,211	25,952
Reserves.....	6,050	6,515	6,050	6,050	6,050	6,050	6,050
Total equity	92,564	106,993	101,115	102,697	104,327	114,721	116,414
TOTAL LIABILITIES AND EQUITY	110,339	123,789	117,982	118,525	119,203	128,645	129,386

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	3,650	3,594	3,594	3,522	3,339	3,199	3,238
Capital appropriation.....	967	958	958	952	952	952	952
Holding account drawdowns.....	494	494	494	494	494	494	494
Royalties for Regions Fund:							
Regional Community Services Fund.....	112	116	69	119	122	125	125
Regional Infrastructure and Headworks Fund.....	4,909	16,201	7,500	-	-	8,701	-
Net cash provided by State Government.....	10,132	21,363	12,615	5,087	4,907	13,471	4,809
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(7,816)	(8,284)	(8,237)	(8,198)	(8,098)	(7,877)	(7,852)
Supplies and services.....	(1,636)	(1,732)	(1,732)	(1,739)	(1,729)	(1,750)	(1,754)
Accommodation.....	(1,547)	(1,426)	(1,426)	(1,400)	(1,377)	(1,392)	(1,401)
Other payments.....	(2,609)	(2,308)	(2,308)	(2,286)	(2,143)	(2,088)	(2,089)
Receipts							
Sale of goods and services.....	7,303	9,223	9,223	9,565	9,604	9,564	9,514
GST receipts.....	915	500	500	500	500	500	500
Other receipts.....	1,501	460	460	460	460	460	460
Net cash from operating activities.....	(3,889)	(3,567)	(3,520)	(3,098)	(2,783)	(2,583)	(2,622)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(6,932)	(16,695)	(14,703)	(494)	(494)	(9,195)	(494)
Net cash from investing activities.....	(6,932)	(16,695)	(14,703)	(494)	(494)	(9,195)	(494)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(966)	(958)	(958)	(952)	(952)	(952)	(952)
Net cash from financing activities.....	(966)	(958)	(958)	(952)	(952)	(952)	(952)
NET INCREASE/(DECREASE) IN CASH HELD.....	(1,655)	143	(6,566)	543	678	741	741
Cash assets at the beginning of the reporting period.....	12,533	4,192	10,878	4,312	4,855	5,533	6,274
Cash assets at the end of the reporting period.....	10,878	4,335	4,312	4,855	5,533	6,274	7,015

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

Division 28 Aboriginal Affairs

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 33 Net amount appropriated to deliver services	32,615	31,482	31,404	32,906	32,924	27,103	27,479
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	256	263	263	270	270	270	270
Total appropriations provided to deliver services.....	32,871	31,745	31,667	33,176	33,194	27,373	27,749
CAPITAL							
Capital Appropriation	198	150	150	-	-	-	-
TOTAL APPROPRIATIONS	33,069	31,895	31,817	33,176	33,194	27,373	27,749
EXPENSES							
Total Cost of Services.....	32,948	33,832	33,737	33,454	33,692	28,100	28,478
Net Cost of Services ^(a)	32,017	33,402	33,307	33,194	33,432	27,840	28,218
CASH ASSETS ^(b)	6,463	4,302	4,309	5,040	5,552	5,837	6,122

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	318	-	-	-
Capping of Leave Liabilities at 2011-12 Levels.....	(5)	-	-	-	-
Contribution to the Regional Services Reform Unit	(9)	(9)	(11)	-	-
Non-Government Human Services Sector Indexation Adjustment.....	(69)	(184)	(195)	-	-
Revised 1.5% Public Sector Wages Policy	-	(8)	(178)	(356)	(541)
Royalties for Regions - Regional Workers Incentives Allowance.....	(12)	-	-	-	71
South West Native Title State Implementation.....	-	407	-	-	-

Significant Issues Impacting the Agency

- The Government continues to support reconciliation activities in Western Australian schools through an allocation of \$335,000 to the Partnership, Acceptance, Learning, Sharing (PALS) Program in 2016-17. In 2014-15, 367 schools from across the State undertook a total of 422 PALS projects that aimed to increase students' understanding of Western Australia's unique Aboriginal languages and cultures. It is anticipated that more than 450 schools will receive PALS funding in 2015-16.

- The Government recognises that vulnerable people in our community often have a need for practical, street level assistance and continues to support the operations of community-based patrols over the period 2016-17 and 2017-18. The Patrols Program, which currently operates in 14 locations across Western Australia, makes an important contribution to individual and community safety by reducing unnecessary contact between Aboriginal people and the justice system and by linking at-risk people with support services at the local level.
- The Government continues to support the preservation of Aboriginal Heritage sites in Western Australia through an allocation of \$250,000 for the Preserving Our Aboriginal Sites Grants Program in 2016-17. Since 2014, grants have been awarded for a range of preservation programs, including graffiti removal, installation of fencing and signage, general maintenance and construction of walkways and seating.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Financial and Economic Responsibility: Responsible managing the State's finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector.	Achieving the right balance between development and protection to ensure economic opportunities are leveraged to the benefit of the whole community.	1. Heritage Management
	Better utilisation of the Aboriginal Lands Trust Estate to achieve shared social and economic outcomes.	2. Land Management
	Improving accountability for the delivery of outcomes for Aboriginal people from government investments.	3. Accountable Government
Social and Environmental Responsibility: Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the State.	Supporting the Western Australia Aboriginal community to independently determine and further their identified priorities.	4. Community Development

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Heritage Management.....	8,695	11,395	11,866	11,703	11,474	11,982	12,143
2. Land Management	6,132	6,502	5,863	5,851	6,272	6,556	6,644
3. Accountable Government	6,233	4,937	5,316	5,305	5,686	5,943	6,023
4. Community Development	11,888	10,998	10,692	10,595	10,260	3,619	3,668
Total Cost of Services	32,948	33,832	33,737	33,454	33,692	28,100	28,478

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Achieving the right balance between development and protection to ensure economic opportunities are leveraged to the benefit of the whole community:					
Percentage of direct stakeholders satisfied with the services related to the management of Aboriginal heritage	84%	65%	80%	80%	1
Outcome: Better utilisation of the Aboriginal Lands Trust Estate to achieve shared social and economic outcomes:					
Percentage of direct stakeholders satisfied with the services related to the management of the Aboriginal Lands Trust Estate.....	63%	65%	65%	80%	1
Outcome: Improving accountability for the delivery of outcomes for Aboriginal people from government investments:					
Percentage of direct stakeholders satisfied with services related to improving accountability for the delivery of services to Aboriginal people	85%	65%	80%	80%	1
Outcome: Supporting the Western Australia Aboriginal community to independently determine and further their identified priorities:					
Percentage of direct stakeholders satisfied with services related to community development programs for Aboriginal people	81%	65%	80%	80%	1

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

Explanation of Significant Movements

(Notes)

- The 2016-17 Budget Target for all key effectiveness indicators has increased by 15% for the 2016-17 financial year to correspond with higher performance in prior years.

Services and Key Efficiency Indicators

1. Heritage Management

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 8,695	\$'000 11,395	\$'000 11,866	\$'000 11,703	
Less Income	246	145	151	91	
Net Cost of Service	8,449	11,250	11,715	11,612	
Employees (Full Time Equivalents).....	58	61	58	55	
Efficiency Indicators					
Average Processing Time per Statutory Approval.....	74 days	70 days	98 days	70 days	1
Average Time to Update Register	18 days	15 days	36 days	12 days	1
Average Time to Complete Initial Assessment.....	4.2 days	7 days	6.5 days	7 days	

Explanation of Significant Movements

(Notes)

- The 2015-16 Estimated Actual is higher than the 2015-16 Budget as a result of changes to procedures for the assessment of sacred sites and implementation of new processes in response to legal findings. Processing times are expected to revert to the 2016-17 Budget Target.

2. Land Management

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 6,132	\$'000 6,502	\$'000 5,863	\$'000 5,851	1
Less Income.....	173	83	75	45	
Net Cost of Service.....	5,959	6,419	5,788	5,806	
Employees (Full Time Equivalents).....	29	34	31	31	
Efficiency Indicators					
Average Processing Time per Land Transaction.....	4.3 days	10 days	5 days	6 days	2

Explanation of Significant Movements

(Notes)

1. The variance between the 2015-16 Budget and the 2015-16 Estimated Actual and 2016-17 Budget Target is primarily attributed to salary cost savings.
2. The variance between the 2015-16 Budget and 2015-16 Estimated Actual is attributed to system improvements with the implementation of the Contemporary Aboriginal Land Management System (CALMS), coupled with the consistent volume of simple transactions and lower than budgeted Full Time Equivalent employees. This improved efficiency is expected to continue in 2016-17.

3. Accountable Government

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 6,233	\$'000 4,937	\$'000 5,316	\$'000 5,305	
Less Income.....	176	63	68	41	
Net Cost of Service.....	6,057	4,874	5,248	5,264	
Employees (Full Time Equivalents).....	24	23	25	25	
Efficiency Indicators					
Average Cost per 1,000 of Aboriginal Population.....	\$65,126	\$58,199	\$61,877	\$60,371	

4. Community Development

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 11,888	\$'000 10,998	\$'000 10,692	\$'000 10,595	
Less Income.....	336	139	136	83	
Net Cost of Service.....	11,552	10,859	10,556	10,512	
Employees (Full Time Equivalents).....	20	19	19	19	
Efficiency Indicators					
Average Cost per Initiative Funded.....	\$14,855	\$14,742	\$8,085	\$12,030	1

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual Average Cost per Initiative Funded is lower than the 2015-16 Budget as a result of reallocation of grants and sponsorship to the PALS Program during the year to fund a significant increase in the number of participating schools, from the expected 422 initiatives to the 665 PALS initiatives funded during the year.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Aboriginal Heritage Management System							
E-Lodgement A-HELP Project							
2014-15 Program.....	221	221	186	-	-	-	-
Aboriginal Heritage Electronic Lodgements Project							
Phase 2 and 3.....	1,091	1,091	645	-	-	-	-
Asset Replacement - Information Technology (IT)							
2015-16 Program.....	450	450	450	-	-	-	-
The Decommissioning of the Office of Shared Services.....	395	395	150	-	-	-	-
Asset Replacement - Office Equipment							
2015-16 Program.....	148	148	148	-	-	-	-
NEW WORKS							
Asset Replacement - IT							
2016-17 Program.....	388	-	-	388	-	-	-
2017-18 Program.....	431	-	-	-	431	-	-
2018-19 Program.....	362	-	-	-	-	362	-
2019-20 Program.....	356	-	-	-	-	-	356
Asset Replacement - Office Equipment							
2016-17 Program.....	155	-	-	155	-	-	-
2017-18 Program.....	160	-	-	-	160	-	-
2018-19 Program.....	166	-	-	-	-	166	-
2019-20 Program.....	172	-	-	-	-	-	172
Total Cost of Asset Investment Program.....	4,495	2,305	1,579	543	591	528	528
FUNDED BY							
Capital Appropriation.....			150	-	-	-	-
Drawdowns from the Holding Account.....			598	543	591	528	528
Internal Funds and Balances.....			831	-	-	-	-
Total Funding.....			1,579	543	591	528	528

Financial Statements

Income Statement

Expense

The results for the full period covered in this Budget Paper shows consistent expenditure within budget settings.

The planned Total Cost of Services is expected to decrease by \$0.3 million in 2016-17 compared to the 2015-16 Budget as the Department has been elected into the Streamlined Budget Process once again. The decrease in expenditure is driven by a number of factors including a reduction in financial incentive (1%) and a reduction in employee expenses derived mainly from the Workforce Renewal Policy (\$0.6 million), offset by the implementation of the South West Native Title initiative (\$0.4 million).

Total Cost of Services is expected to remain at current levels until the end of 2017-18.

Statement of Financial Position

Total equity of \$4.7 million is expected to increase by \$0.7 million between 2015-16 and 2016-17, which is mainly attributable to the increase in cash assets of \$0.6 million.

Statement of Cashflows

Asset investment reduces by \$1 million from 2015-16 and 2016-17 as a result of a reduction in capital investment, which is driven by the expected completion of the A-HELP Project towards the end of 2015-16.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	17,914	19,539	19,191	18,951	19,056	19,464	19,865
Grants and subsidies ^(c)	1,497	1,035	1,075	944	627	628	629
Supplies and services	8,979	8,105	8,936	8,933	9,295	3,202	3,085
Accommodation	3,593	3,586	3,320	3,404	3,488	3,576	3,664
Depreciation and amortisation	440	648	643	648	648	648	648
Other expenses.....	525	919	572	574	578	582	587
TOTAL COST OF SERVICES	32,948	33,832	33,737	33,454	33,692	28,100	28,478
Income							
Other revenue	931	430	430	260	260	260	260
Total Income.....	931	430	430	260	260	260	260
NET COST OF SERVICES	32,017	33,402	33,307	33,194	33,432	27,840	28,218
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	32,871	31,745	31,667	33,176	33,194	27,373	27,749
Resources received free of charge	676	635	635	635	635	635	635
Royalties for Regions Fund: Regional Community Services Fund	86	64	52	66	67	69	71
TOTAL INCOME FROM STATE GOVERNMENT	33,633	32,444	32,354	33,877	33,896	28,077	28,455
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	1,616	(958)	(953)	683	464	237	237

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 131, 133 and 130 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Various Aboriginal Grants	1,497	1,035	1,075	944	627	628	629
TOTAL	1,497	1,035	1,075	944	627	628	629

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	5,381	1,740	3,932	4,548	4,945	5,115	5,285
Restricted cash	1,082	2,562	377	377	377	377	377
Holding account receivables	598	543	543	591	528	528	648
Receivables	258	365	251	255	259	266	273
Other	368	272	368	368	368	368	368
Total current assets	7,687	5,482	5,471	6,139	6,477	6,654	6,951
NON-CURRENT ASSETS							
Holding account receivables	346	446	446	503	623	743	743
Property, plant and equipment	293	1,135	542	581	668	692	716
Intangibles	2,084	2,057	2,771	2,627	2,483	2,339	2,195
Restricted cash	-	-	-	115	230	345	460
Other	235	196	235	235	235	235	235
Total non-current assets	2,958	3,834	3,994	4,061	4,239	4,354	4,349
TOTAL ASSETS	10,645	9,316	9,465	10,200	10,716	11,008	11,300
CURRENT LIABILITIES							
Employee provisions	3,129	3,223	3,129	3,129	3,129	3,129	3,129
Payables	36	210	36	36	36	36	36
Other	1,095	2,223	718	770	822	877	932
Total current liabilities	4,260	5,656	3,883	3,935	3,987	4,042	4,097
NON-CURRENT LIABILITIES							
Employee provisions	899	734	899	899	899	899	899
Total non-current liabilities	899	734	899	899	899	899	899
TOTAL LIABILITIES	5,159	6,390	4,782	4,834	4,886	4,941	4,996
EQUITY							
Contributed equity	1,261	1,411	1,411	1,411	1,411	1,411	1,411
Accumulated surplus/(deficit)	3,973	1,302	3,020	3,703	4,167	4,404	4,641
Reserves	252	213	252	252	252	252	252
Total equity	5,486	2,926	4,683	5,366	5,830	6,067	6,304
TOTAL LIABILITIES AND EQUITY	10,645	9,316	9,465	10,200	10,716	11,008	11,300

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	32,246	31,102	31,024	32,528	32,546	26,725	27,101
Capital appropriation.....	198	150	150	-	-	-	-
Holding account drawdowns.....	185	598	598	543	591	528	528
Royalties for Regions Fund: Regional Community Services Fund.....	86	64	52	66	67	69	71
Net cash provided by State Government.....	32,715	31,914	31,824	33,137	33,204	27,322	27,700
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(17,875)	(19,470)	(19,568)	(18,899)	(19,004)	(19,409)	(19,810)
Grants and subsidies.....	(2,618)	(1,035)	(1,075)	(944)	(627)	(628)	(629)
Supplies and services.....	(8,884)	(7,974)	(8,882)	(8,879)	(9,241)	(3,148)	(3,031)
Accommodation.....	(3,014)	(3,017)	(2,751)	(2,835)	(2,919)	(3,007)	(3,095)
Other payments.....	(2,070)	(2,394)	(1,967)	(1,880)	(1,913)	(1,392)	(1,397)
Receipts ^(b)							
GST receipts.....	1,619	1,414	1,414	1,314	1,343	815	815
Other receipts.....	937	430	430	260	260	260	260
Net cash from operating activities.....	(31,905)	(32,046)	(32,399)	(31,863)	(32,101)	(26,509)	(26,887)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(991)	(1,393)	(1,579)	(543)	(591)	(528)	(528)
Net cash from investing activities.....	(991)	(1,393)	(1,579)	(543)	(591)	(528)	(528)
NET INCREASE/(DECREASE) IN CASH HELD.....							
	(181)	(1,525)	(2,154)	731	512	285	285
Cash assets at the beginning of the reporting period.....	6,644	5,827	6,463	4,309	5,040	5,552	5,837
Cash assets at the end of the reporting period.....	6,463	4,302	4,309	5,040	5,552	5,837	6,122

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
GST Input Credits.....	1,619	1,414	1,414	1,314	1,343	815	815
Other Receipts							
Other Receipts.....	937	430	430	260	260	260	260
TOTAL.....	2,556	1,844	1,844	1,574	1,603	1,075	1,075

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

Division 29 Western Australian Electoral Commission

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 34 Net amount appropriated to deliver services	6,790	7,144	7,144	25,803	7,250	6,696	7,286
Amount Authorised by Other Statutes							
- Electoral Act 1907	1,400	800	800	4,000	200	600	1,600
- Industrial Relations Act 1979	116	116	116	116	116	116	116
- Salaries and Allowances Act 1975	409	418	418	429	429	429	429
Total appropriations provided to deliver services	8,715	8,478	8,478	30,348	7,995	7,841	9,431
TOTAL APPROPRIATIONS	8,715	8,478	8,478	30,348	7,995	7,841	9,431
EXPENSES							
Total Cost of Services	10,079	11,078	11,078	30,568	10,479	8,336	11,865
Net Cost of Services ^(a)	9,444	8,578	8,578	30,464	7,979	7,901	9,365
CASH ASSETS ^(b)	608	718	608	608	608	608	708

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	72	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(7)	(40)	(76)	(121)

Significant Issues Impacting the Agency

- The Commission will conduct the State General Election on 11 March 2017. The election will be conducted utilising the new electoral region and district boundaries as provided by the Office of the Electoral Distribution Commissioners.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Western Australian electors participate in independent and impartial elections or referenda conducted by the Commission as part of democratic processes.	1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and other Electoral Clients

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and other Electoral Clients	10,079	11,078	11,078	30,568	10,479	8,336	11,865
Total Cost of Services	10,079	11,078	11,078	30,568	10,479	8,336	11,865

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Western Australian electors participate in independent and impartial elections or referenda conducted by the Commission as part of democratic processes:					
The number of relevant breaches of 'Declaration by Officer' (Forms 1) upheld by a Court of Disputed Returns	nil	nil	nil	nil	
Percentage of eligible Western Australian electors on the State Electoral Roll	87.5%	90.3%	87.2%	91%	1
Percentage of enrolled electors voting in State general elections (or by-elections) or referenda	82.6%	n/a	n/a	91%	2
Average percentage of enrolled electors voting in local government ordinary (or extraordinary) postal elections or referenda conducted by the Commission	43.7%	32.9%	27.2%	n/a	3

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

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual of 87.2% is based on 1,482,848 enrolled electors in an estimated eligible population of 1,701,564 people as at 31 December 2015. The projected increase in the 2016-17 Budget Target to 91% is due to an anticipated change in the legislation, which could result in an increase in enrolment of nearly 200,000 electors.
2. The 2014-15 Actual of 82.6% related to the October 2014 Vasse By-election. There was no State General Election held in 2015-16. The 2016-17 Budget Target of 91% is based on higher voter turnout rates being recorded at general elections and an actual figure of 89.2% achieved at the 2013 State General Election.
3. For the 2015-16 Estimated Actual, the average percentage of enrolled electors who voted in Local Government Elections (both ordinary and extraordinary) was 27.2%. For the 2016-17 Budget Target, there are no planned Local Government ordinary or extraordinary elections. Extraordinary elections are only held in the event the office of an elected councillor, mayor or president becomes vacant due to death or resignation of a member. The 2014-15 Actual figure was derived only from extraordinary elections and amalgamation polls held in that year.

Services and Key Efficiency Indicators

1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and other Electoral Clients

Provision of an impartial, independent and efficient electoral service to Parliamentary and non-Parliamentary electoral customers.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	10,079	11,078	11,078	30,568	1
Less Income.....	635	2,500	2,500	104	
Net Cost of Service.....	9,444	8,578	8,578	30,464	
Employees (Full Time Equivalents).....	48	48	46	50	
Efficiency Indicators					
Average Cost per Elector of Providing Electoral Services (Enrolment and Election Management).....	\$5.23	\$5.05	\$5.24	\$5.08	2
Average Cost per Elector of Conducting State General Elections (or By-elections) or Referenda Events.....	\$13.23	n/a	n/a	\$11.74	3
Average Cost per Elector of Conducting Local Government Ordinary (or Extraordinary) Elections Conducted by the Commission.....	\$1.89	\$2.79	\$2.52	n/a	4

Explanation of Significant Movements

(Notes)

- The significant increase in the Total Cost of Services for the 2016-17 Budget Target is due to the State General Election to be held in March 2017.
- The 2015-16 Estimated Actual cost is slightly higher than the 2015-16 Budget due to the Local Government Election 2015 actual cost being significantly higher than budgeted whilst there was a decrease of 55,644 electors.
- There was no State General Election held in either 2014-15 or 2015-16. However, the average cost of \$13.23 in 2014-15 is due to the Vasse By-election held in October 2014. The average cost for the 2016-17 Budget Target of \$11.74 is slightly lower than previous State General Election held in 2013 (\$11.91) due to an increase in the number of electors.
- There are no means to determine if extraordinary Local Government Elections will occur in 2016-17. Extraordinary elections are held in the event the office of an elected councillor, mayor or president becomes vacant due to death or resignation of a member.

Asset Investment Program

The Asset Investment Program in 2016-17 continues to implement the Commission's Strategic Asset Plan with \$117,000 funded from the Holding Account.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2015-16 Program.....	50	50	50	-	-	-	-
Information Technology (IT) System Upgrade 2015-16 Program.....	67	67	67	-	-	-	-
NEW WORKS							
Asset Replacement							
2016-17 Program.....	50	-	-	50	-	-	-
2017-18 Program.....	50	-	-	-	50	-	-
2018-19 Program.....	50	-	-	-	-	50	-
2019-20 Program.....	50	-	-	-	-	-	50
IT System Upgrade							
2016-17 Program.....	67	-	-	67	-	-	-
2017-18 Program.....	67	-	-	-	67	-	-
2018-19 Program.....	67	-	-	-	-	67	-
2019-20 Program.....	67	-	-	-	-	-	67
Total Cost of Asset Investment Program.....	585	117	117	117	117	117	117
FUNDED BY							
Drawdowns from the Holding Account.....			117	117	117	117	117
Total Funding.....			117	117	117	117	117

Financial Statements

Income Statement

Expenses

The significant increase in employee benefits (salaries) expenditure for 2016-17 is due to the State General Election to be held in March 2017, which requires a significant number of casual and returning officers working at the Commission to assist the election process.

The increase in grants expenditure in 2016-17 is also due to the State General Election in March 2017 and represents the public funding of political parties and candidates.

Overall, the increase in Total Cost of Services for the 2016-17 Budget Estimate compared with the 2015-16 Estimated Actual is a result of the State General Election, which will be held on 11 March 2017.

Income

The significant increase in the service appropriations (amounts provided to fund services and the *Electoral Act 1907*) is due to the funding required to deliver and run the State General Election, which will be held on 11 March 2017.

Statement of Cashflows

The significant increase in the Statement of Cashflows in 2016-17 for employee benefits, supplies and services, grants and subsidies and advertising (other payments) is a result of the State General Election, which will be held on 11 March 2017.

The significant increase in service appropriation receipts, in particular for the amount received to fund services and the *Electoral Act 1907*, is due to the funding provided to deliver and run the State General Election.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	5,024	5,790	5,640	15,762	4,606	4,261	4,782
Grants and subsidies ^(c)	33	-	-	4,000	-	-	-
Supplies and services.....	2,360	3,052	2,802	4,532	2,982	1,737	3,725
Accommodation.....	1,740	1,557	1,877	2,456	2,094	1,774	2,329
Depreciation and amortisation.....	234	117	117	117	117	117	117
Other expenses.....	688	562	642	3,701	680	447	912
TOTAL COST OF SERVICES	10,079	11,078	11,078	30,568	10,479	8,336	11,865
Income							
Sale of goods and services.....	540	2,500	2,500	104	2,500	435	2,500
Other revenue.....	95	-	-	-	-	-	-
Total Income	635	2,500	2,500	104	2,500	435	2,500
NET COST OF SERVICES	9,444	8,578	8,578	30,464	7,979	7,901	9,365
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	8,715	8,478	8,478	30,348	7,995	7,841	9,431
Resources received free of charge.....	86	100	100	100	34	60	34
TOTAL INCOME FROM STATE GOVERNMENT	8,801	8,578	8,578	30,448	8,029	7,901	9,465
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(643)	-	-	(16)	50	-	100

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 48, 46 and 50 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Public Funding of Political Parties and Candidates in State Elections.....	33	-	-	4,000	-	-	-
TOTAL	33	-	-	4,000	-	-	-

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	457	718	583	574	565	556	647
Restricted cash	151	-	-	-	-	-	-
Holding account receivables	117	117	117	117	117	117	117
Receivables	168	443	235	302	369	436	436
Total current assets	893	1,278	935	993	1,051	1,109	1,200
NON-CURRENT ASSETS							
Holding account receivables	491	424	424	391	324	257	257
Property, plant and equipment	173	333	240	257	324	391	391
Intangibles	1,906	1,880	1,839	1,772	1,705	1,638	1,638
Restricted cash	-	-	25	34	43	52	61
Total non-current assets	2,570	2,637	2,528	2,454	2,396	2,338	2,347
TOTAL ASSETS	3,463	3,915	3,463	3,447	3,447	3,447	3,547
CURRENT LIABILITIES							
Employee provisions	803	739	803	803	803	803	803
Payables	276	127	276	276	226	226	226
Other	219	167	219	219	219	219	219
Total current liabilities	1,298	1,033	1,298	1,298	1,248	1,248	1,248
NON-CURRENT LIABILITIES							
Employee provisions	108	182	108	108	108	108	108
Other	2	2	2	2	2	2	2
Total non-current liabilities	110	184	110	110	110	110	110
TOTAL LIABILITIES	1,408	1,217	1,408	1,408	1,358	1,358	1,358
EQUITY							
Contributed equity	876	1,026	876	876	876	876	876
Accumulated surplus/(deficit)	1,179	1,672	1,179	1,163	1,213	1,213	1,313
Total equity	2,055	2,698	2,055	2,039	2,089	2,089	2,189
TOTAL LIABILITIES AND EQUITY	3,463	3,915	3,463	3,447	3,447	3,447	3,547

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	8,665	8,428	8,428	30,264	7,945	7,791	9,314
Holding account drawdowns.....	117	117	117	117	117	117	117
Net cash provided by State Government.....	8,782	8,545	8,545	30,381	8,062	7,908	9,431
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(4,860)	(5,790)	(5,640)	(15,762)	(4,606)	(4,262)	(4,782)
Grants and subsidies.....	(33)	-	-	(4,000)	-	-	-
Supplies and services.....	(2,200)	(3,019)	(2,452)	(4,236)	(2,615)	(1,737)	(3,161)
Accommodation.....	(1,722)	(1,557)	(1,837)	(2,456)	(2,094)	(1,774)	(2,329)
Other payments.....	(1,227)	(562)	(999)	(3,980)	(1,130)	(1,013)	(1,442)
Receipts ^(b)							
Sale of goods and services.....	539	2,500	2,500	-	2,500	295	2,500
GST receipts.....	618	-	-	170	-	700	-
Other receipts.....	93	-	-	-	-	-	-
Net cash from operating activities.....	(8,792)	(8,428)	(8,428)	(30,264)	(7,945)	(7,791)	(9,214)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(100)	(117)	(117)	(117)	(117)	(117)	(117)
Net cash from investing activities.....	(100)	(117)	(117)	(117)	(117)	(117)	(117)
NET INCREASE/(DECREASE) IN CASH HELD.....	(110)	-	-	-	-	-	100
Cash assets at the beginning of the reporting period.....	718	718	608	608	608	608	608
Cash assets at the end of the reporting period.....	608	718	608	608	608	608	708

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Sale of Goods and Services							
Local Government Recoups.....	520	2,500	2,500	-	2,500	-	2,500
Extraneous Election.....	19	-	-	-	-	295	-
GST Receipts							
GST Receipts on Sales.....	63	-	-	170	-	150	-
GST Receipts from Australian Taxation Office.....	555	-	-	-	-	550	-
Other Receipts							
Other Receipts.....	93	-	-	-	-	-	-
TOTAL.....	1,250	2,500	2,500	170	2,500	995	2,500

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

Part 6
Minister for Health; Culture and the Arts

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	WA Health			
	– Delivery of Services.....	4,821,566	4,852,647	5,056,078
	– Capital Appropriation.....	213,940	146,494	188,049
	Total.....	5,035,506	4,999,141	5,244,127
	Culture and the Arts			
	– Delivery of Services.....	127,855	130,629	123,810
	– Capital Appropriation.....	33,790	28,738	93,889
	Total.....	161,645	159,367	217,699
	GRAND TOTAL			
	– Delivery of Services.....	4,949,421	4,983,276	5,179,888
	– Capital Appropriation.....	247,730	175,232	281,938
	Total.....	5,197,151	5,158,508	5,461,826

Division 30 WA Health

Part 6 Minister for Health; Culture and the Arts

Appropriations, Expenses and Cash Assets ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 35 Net amount appropriated to deliver services	4,581,359	4,691,333	4,722,414	4,919,644	4,791,308	5,098,229	5,101,299
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990	121,500	129,536	129,536	135,718	142,195	149,020	152,691
- Salaries and Allowances Act 1975	680	697	697	716	716	716	716
Total appropriations provided to deliver services	4,703,539	4,821,566	4,852,647	5,056,078	4,934,219	5,247,965	5,254,706
CAPITAL							
Item 132 Capital Appropriation	245,284	213,940	146,494	188,049	107,128	64,426	54,059
TOTAL APPROPRIATIONS	4,948,823	5,035,506	4,999,141	5,244,127	5,041,347	5,312,391	5,308,765
EXPENSES							
Total Cost of Services	8,044,711	8,147,918	8,172,696	8,568,073	8,590,928	9,072,758	9,276,959
Net Cost of Services ^(b)	4,795,090	4,798,261	4,840,008	5,140,519	4,998,968	5,302,847	5,304,911
CASH ASSETS ^(c)	1,003,275	633,560	745,883	596,566	501,043	485,136	484,579

- (a) The 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual financial data has been restated for comparability purposes to account for the transfer of the Office of the Chief Psychiatrist to the Mental Health Commission as shown in the reconciliation table.
- (b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Adjustments to Public Hospital Services					
Mental Health Public Hospital Services - Revised Activity and Cost Settings	15,214	5,708	(2,516)	(6,279)	(10,309)
Public Hospital Services - Revised Activity and Cost Settings	(15,214)	34,433	72,707	131,166	201,397
Commonwealth Grant Expenditure					
Expansion of BreastScreen Australia Program	743	842	-	-	-
Home and Community Care	(5,970)	-	-	-	-
Indigenous Advancement Strategy Head Agreement and Project Schedules.....	980	980	-	-	-
Indigenous Australians' Health Program Multiple Schedule Funding Agreement.....	6,539	6,539	6,539	-	-
Multi-Purpose Services Program Agreement	27,823	-	-	-	-
National Partnership Agreement - National Bowel Cancer Screening Participant Follow-up Function.....	36	457	617	-	-
National Partnership Agreement - Adult Public Dental Services.....	13,027	-	-	-	-
Delivery of Key Metropolitan Infrastructure					
Decommissioning of Swan District Hospital and Transition to St John of God Midland Public Hospital	28,965	-	-	-	-
Perth Children's Hospital Commissioning	(3,461)	17,187	(1,451)	-	-
Government Initiatives and Budget Priorities					
Capital Grant to PlusLife Bone Graft Bank.....	-	6,580	3,410	10	-
Neurotrauma Research Program.....	-	1,000	-	-	-
Own Source Revenue					
2016-17 Tariffs, Fees and Charges	(3,449)	1,304	873	4,927	5,680
Royalties for Regions					
Busselton Information and Communications Technology	3,240	-	-	-	-
Goldfields Emergency Telehealth	621	-	-	-	-
North West Health Initiative	(3,150)	(2,750)	(1,803)	2,363	6,027
Other.....	(334)	101	796	159	-
Patient Assisted Travel Scheme	-	-	-	-	11,567
Pilbara Health Partnership - Pilbara Cities	(392)	3,299	3,382	3,467	3,484
Regional Workers Incentives Allowance Payments.....	(806)	-	-	-	10,873
Renal Dialysis Service Expansion.....	(1,880)	(2,206)	2,465	1,796	-
Southern Inland Health Initiative.....	(5,379)	655	(2,495)	9,066	-
Savings Measures					
1% General Government Efficiency Dividend.....	-	-	-	-	(52,698)
2014-15 Targeted Voluntary Separation Scheme.....	(9,593)	(9,833)	(10,079)	(10,331)	-
Agency Expenditure Review (Tranche Three) - Re-allocation of Non-Hospital Expenditure	-	-	(47,481)	(52,496)	(48,275)
Reduction in Indexation for Non-Salary Expenses	-	(2,719)	(6,649)	(11,258)	-
Revised 1.5% Public Sector Wages Policy	-	(19,477)	(67,909)	(122,866)	(185,605)
Other					
Depreciation.....	(40,608)	(563)	5,129	734	(17,683)
Expensed Capital.....	34,509	-	-	-	-
Non-Government Human Services Sector Indexation Adjustment.....	(5,021)	(13,815)	(13,899)	(13,767)	-

Significant Issues Impacting the Agency

Health System Overview

- The State Government is committed to strengthening the public health care system by providing an effective, efficient and sustainable health system for all users, focused on a continuum of care.
- This commitment is demonstrated through investment of approximately \$7 billion since 2008-09 in state-of-the-art infrastructure and facilities, and increased investment in services supporting integrated service delivery ranging from prevention and health promotion, early intervention and primary care through to diagnosis, treatment, rehabilitation and palliation.
- Building on the significant infrastructure investment, expenditure on health services has grown from \$4.8 billion in 2008-09 to \$8.6 billion in 2016-17. The 2016-17 Budget represents an increase of 5% in overall expenditure relative to the 2015-16 Estimated Actual.

- The State Government's continued commitment to public health care services has delivered sustained improvements in health outcomes:
 - infant mortality rates – Western Australia's infant mortality rate¹ decreased from 3.9 per 1,000 live births in 2004 to 2.5 per 1,000 live births in 2014, the second lowest rate compared to other jurisdictions;
 - life expectancy – Western Australia's median age at death² for males has increased by 1.5 years, from 75.6 to 77.1 years of age over the ten years between 2004 and 2014. The median age at death for females living in Western Australia has increased by 2.1 years from 82 to 84.1 years of age within the same period;
 - Western Australia Emergency Access Targets (WEAT)³ – Consistent with the 2013-14 outcomes, in 2014-15 Western Australia ranked first among states and territories for the proportion of presentations to emergency departments with a length of stay of four hours or less;
 - Western Australian Elective Services Target (WEST)⁴ - As outlined in the Australian Institute of Health and Welfare annual report 'Australian Hospitals Statistics 2014-15: Elective Surgery Waiting Times', the median waiting time from waiting list to admission for elective surgery in Western Australia remains second lowest in the country;
 - in 2015, school health nurses delivered 24,000 Universal School Entry Health Assessments (SEHA) to kindergarten children, up 3% on 2014 and 10.7% on the number delivered in 2013. 95.7% of kindergarten children received a SEHA in 2015;
 - the number of scheduled child health checks increased by 14% in 2014-15 relative to 2013-14 and a further 3% in the first half of 2015-16; and
 - childhood immunisation rates have shown steady improvement over the last three years. In 2015, the proportion of Western Australian children fully vaccinated at five years of age was the highest it has ever been at 92%. The proportion of Western Australian Aboriginal children fully vaccinated at five years of age was even higher at 94%.

Continued Investment In Public Hospital Services

- The demand for health services in Western Australia continues to grow. It is estimated that by 2016, the number of inpatient separations and emergency department presentations will have increased by 31% and 29% respectively since 2008. It is estimated that there will be 24,751 public funded births in Western Australia hospitals in 2016, representing growth of 16% since 2008.
- The State Government's funding contribution to public hospitals continues to be determined on an activity basis, with the Government endorsing the purchase of weighted activity units (WAUs)⁵ at a State Price.
- In 2016-17, the Government has approved the purchase of 879,392 WAUs for the State's public funded hospitals, representing an increase of 2.4% over approved activity in 2015-16. The price determined for 2016-17 activity is \$5,767 for each WAU and is set using Government endorsed cost parameters.
- In the 2016-17 Budget, the State Government's commitment will provide for an expense growth rate of 4.8% (\$265.6 million) relative to the estimated outturn in 2015-16 for Public Hospital Services.
- The investment in Public Hospital Services in 2016-17 is estimated to provide for over 628,000 inpatient episodes of care. This represents an increase of 1.9% in inpatient episodes of care compared with a 2015-16 estimate of 616,000.
- In 2015-16, it is expected that 1,028,000 episodes of care will be provided in emergency departments and 2,464,000 service events in outpatient clinics and community settings. Comparatively it is estimated that the 2016-17 investment will provide for over 1,073,000 emergency department episodes of care and over 2,526,000 service events in outpatient clinics and community settings.

¹ Australian Bureau of Statistics, Infant deaths and infant mortality rates, Age at death-2004 to 2014 (cat. no. 3302.0).

² Australian Bureau of Statistics, Median age at death, Year of occurrence, States and territories-2004 to 2014 (cat. no. 3302.0).

³ Following the expiry of the National Partnership Agreement on Improving Public Hospital Services by achieving the National Emergency Access Targets (NEAT), WA Health has endorsed implementation of a new State-wide WEAT which maintains the previous NEAT target of 90% of patients to be seen and admitted, discharged or transferred within a four-hour timeframe.

⁴ Following the expiry of the National Partnership Agreement on Improving Public Hospital Services by improving access to elective surgery by achieving the National Elective Surgery Targets performance target, WA Health has endorsed implementation of a new State-wide WEST which consists of a single target of 0% over boundary patients on the elective waitlist.

⁵ Weighted activity units are a measure of hospital service activity and are determined using the national classification guidelines issued by the Independent Hospital Pricing Authority. They provide a way of comparing and valuing each public hospital service (whether they be admissions, Emergency Department presentations or outpatient episodes), by weighting for its clinical complexity.

A Health System In Transition

- While the significant investment in public health services has delivered sustained improvements in health outcomes, there are a number of challenges and emerging pressures for the ongoing delivery of a safe, high quality, sustainable health system for Western Australians, including:
 - changing health needs as a result of a growing and ageing population, the increasing burden of chronic disease⁶ and the impact of technological advances on the health and mental health sectors;
 - higher cost of delivering health services in Western Australia resulting from high wages outcomes in Western Australia relative to other jurisdictions, and cost pressures unique to delivering health care in Western Australia due to extreme geographical remoteness; and
 - the unprecedented reconfiguration of health services resulting from the commissioning of major hospitals.
- In recognition of these challenges, the State Government is continuing to support WA Health in leading a system-wide reform program for sustained delivery of the State Government's vision of a safe, high-quality, sustainable health system.

Better Health, Better Care, Better Value

- The Health Reform Program 2015-2020 is an integrated program of work focusing on the building blocks that underpin the running of the Western Australian Public Health system. It is focused on key enablers for our health system - workforce, accountability, financial management, partnerships, infrastructure, information and communications technology (ICT) and support services, as well as research and innovation.
- As part of these changes, the Health Services Bill 2016 (the Bill) was introduced to Parliament in February 2016 to replace the *Hospitals and Health Services Act 1927*.
- Subject to enactment, the Bill will set the Department of Health, led by the Director General, to become the System Manager responsible for the overall management, performance and strategic direction of WA Health. The Health Services (North Metropolitan, South Metropolitan, East Metropolitan, WA Country, and Child and Adolescent) will become Health Service Providers that are separate, board-governed statutory authorities, legally responsible and accountable for the delivery of health services to their local areas and communities.
- The East Metropolitan Health Service (EMHS) will be established from 1 July 2016 and will include the Royal Perth, Bentley, Kalamunda and Armadale Kelmscott Memorial hospitals, as well as the new St John of God Midland Public Hospital. The EMHS will enhance health care delivery in Perth's Eastern Metropolitan Corridor, particularly as demand in this area continues to grow.

National Health Reform Agenda

- Public hospitals continue to be funded under the National Health Reform Agreement in 2016-17. These arrangements are substantially retained for 2017-18 to 2019-20, under an agreement made by the Council of Australian Governments in April 2016, which will operate as an addendum to the National Health Reform Agreement.
- However, the new agreement caps Commonwealth funding growth at 6.5% per annum for hospital services at a national level. For Western Australia, the Commonwealth Government projects an additional \$577.9 million in funding over the period 2017-18 to 2019-20 (growth of 8.1% per annum) under the new agreement.
- The new agreement retains Activity Based Funding as the primary funding mechanism for public hospitals and focuses on improving patient safety and the quality of services and reducing unnecessary hospitalisations. As part of these arrangements, all jurisdictions will be required to implement reforms to improve health outcomes and reduce demand for public hospital services, including:
 - coordinated care for patients with chronic and complex conditions;
 - incorporating quality and safety into hospital pricing; and
 - reducing avoidable hospital readmissions.

⁶ Australian Bureau of Statistics (ABS) 2014, Australian Demographic Statistics June 2014, cat no 3101.0 pg. 23, Miller 2006. WA Burden of Disease study 2006, Department of Health, Western Australia.

Building a Better Health System for Patients

Improvements and Innovation in the Delivery of Quality Health Care

- The State Government is committed to clinical innovation and supports the development of ground breaking research and collaboration through establishing and maintaining strong partnerships.
- Service delivery improvements implemented in July 2015 to address ambulance ramping in tertiary adult hospitals have resulted in a decrease in the number of ambulances ramped of 1,950 (41.6%), in the first six months since implementation, compared to the corresponding period in 2014.
- Improved models of care for the community Child and Adolescent Mental Health Services have resulted in quicker and simpler access for children and families to specialist mental health services, with a 52% increase in patients accessing these services and a 71% increase in those engaging in treatment.
- The use of the CyberKnife at Sir Charles Gairdner Hospital has led to non-invasive x-ray technology to treat cancer, reducing the number of treatments patients require and improving their quality of life. Since 2014 more than 500 CyberKnife procedures have been performed.
- Clinical innovation and research has led to the ongoing development of new treatment therapies, including a radical new procedure to regrow patients' own skulls using human stem cells and 3-D printing technology, and establishment of a phenome research centre (unique in Australia) leading to improvement in patient diagnosis, prognosis and the selection of treatments.

Meeting the Needs of Western Australia's Diverse Population

- The State Government continues to support and promote the universal right to health recognising that some groups in Western Australia experience poorer health due to a range of factors including culture, language, migration, Aboriginality, sex and gender, age and disability.
- Access to specialist care such as cardiology and respiratory services is provided by outreach teams to fill service gaps in the remote communities of Warburton, Warakurna and Blackstone.
- The State Government is also committed to supporting ongoing investment in the Patient Assisted Travel Scheme (PATS)⁷ recognising that it is an important element of providing equitable access to essential specialist services for people in rural and remote Australia. The number of subsidised trips has grown from around 53,000 in 2008-09 to over 93,000 trips in 2014-15.
- The 2016-17 Budget provides support towards the following initiatives:
 - \$0.5 million to commence the planning work around the redevelopment of the State's existing Quadriplegic Centre. The redevelopment of the current facilities will include consideration of contemporary models of care which will assist people with spinal cord injuries to live to their maximum potential and closer to the community; and
 - \$1 million in 2016-17 for continued support towards the research program that is improving the lives of people affected by brain and spinal cord injury in Western Australia.

Public Health

- The State Government remains committed to providing prevention and health promotion interventions, recognising that they are critical in improving health outcomes, through initiatives including:
 - provision of the pertussis vaccination to women in their third trimester of pregnancy to help reduce the incidence of whooping cough among Australian children;
 - increased access to fluoridated water supplies noting that it is a cost-effective public health measure which plays a critical role in reducing dental decay and improving oral health;
 - launch of the 'Fight the Bite' campaign to educate individuals on how to protect themselves and their families from mosquito bites;
 - screening programs for bowel and breast cancer; and
 - cancer prevention opportunities aimed at educating and providing information around various cancer risk factors.

⁷ PATS provides financial assistance to people living in country Western Australia to access needed specialist medical services unable to be provided locally.

Dental Health Services

- The 2016-17 Budget includes \$13 million of Commonwealth funding in 2015-16 to assist in reducing pressure on the public dental system in Western Australia. The funding is provided under the National Partnership Agreement on Adult Public Dental Services and focuses on addressing two priority areas: reducing public dental waiting times for adult public dental patients and increased access and treatment to public dental services.

Patient Safety and Quality Improvements

ICT

- The State Government is committed to improving safety and quality of care through the effective delivery of ICT. The 2016-17 Budget provides for the following initiatives:
 - the replacement of WA Health’s Medical Imaging Platform to improve WA Health’s medical imaging service delivery through technology enhancements which enable improved clinical health care outcomes. This project will provide a centralised platform for medical imaging, allowing practitioners to access current and historical images at the point of care, promoting consistency and management of data transfer as well as substantially improving accessibility options for clinicians;
 - upgrade of the existing pharmacy system used for the procurement, distribution and dispensing of medicines in Western Australian public hospitals. The upgraded system will align WA Health’s pharmacy system with the Commonwealth Government’s streamlined Pharmaceutical Benefit Scheme claims process and will be compliant with the National Safety and Quality Health Service hospital safety requirements;
 - the replacement of the current Monitoring of Drugs of Dependence System (MODDS)⁸ with a new system which will provide clinicians with up-to-date and transparent information on a patient’s medication history including a complete and accurate account of a patient’s use of controlled and other similar drugs; and
 - ongoing implementation of the Laboratory Information System to support critical clinical decision-making central to the accurate and timely treatment of patients.

Other Patient Safety and Quality Initiatives

- Recognising the need for safe treatment of mental health patients presenting to emergency departments through:
 - an allocation in the 2016-17 Budget for the construction of a new 10-bed Mental Health Observation Unit at the Joondalup Health Campus at an estimated cost of \$7.1 million. Ramsay Health Care is providing co-funding of \$2 million towards this initiative; and
 - the \$31 million Sir Charles Gairdner Hospital Mental Health Unit opened in June 2015, with provisions for a secure outdoor recreation area, gym and dining areas.
- In its commitment to maintain health service delivery, the Government is providing a capital grant of \$10 million to PlusLife, Western Australia’s only bone and tissue bank. This investment will provide for the development of a new purpose-built processing and laboratory facility.
- Through the commissioning of the Fiona Stanley Hospital, the State’s largest health facility, the State Government supported the implementation of a number of initiatives for the provision of safe and efficient patient care and enhanced medication governance. These include the integrated paperless documentation and automated charting system in the Intensive Care Unit (the Intensive Care Unit Clinical Information System) and the first Western Australian Pharmacy Automation program.

Supporting a Sustainable Workforce

- WA Health employs over 44,000 people in medical, nursing and midwifery, allied health, health sciences, oral health, public health, hotel and site services, and administrative occupational groupings. A diverse, skilled and knowledgeable workforce is essential to enable WA Health to provide a quality health service that reflects an understanding of the diverse needs of our patients and clients.
- The State Government is supporting WA Health in its efforts to build a sustainable Aboriginal health workforce from entry level to leadership roles, using a variety of career pathways and employment opportunities. The WA Health Aboriginal Workforce Policy, launched in December 2014, includes a number of mandated initiatives to develop a strong, skilled and growing Aboriginal health workforce. The prioritisation process mandated in the policy has resulted in the recruitment of 21 Aboriginal nurse graduates.

⁸ MODDS is used in regulating the prescription, sale and supply of medicines and poisons in public facilities and the private sector.

- In 2016, 316 locally trained junior doctors commenced internships at some of the State's major public hospitals. The annual intake program in January will see more locally trained doctors welcomed in 2017 in the specialties of medicine, surgery and emergency.

Continued Delivery of Key Metropolitan Infrastructure

Perth Children's Hospital

- Construction of the \$1.2 billion 298-bed Perth Children's Hospital (PCH) is ongoing. The PCH will replace the Princess Margaret Hospital and will continue to provide tertiary and quaternary care for children and adolescents up to 16 years of age.
- The 2016-17 Budget provides \$40.8 million to support the delays in construction and the operational commissioning of the PCH including the provision of ICT systems at the new hospital.

Royal Perth Hospital

- Works are continuing on critical infrastructure enhancement and operations maintenance works at Royal Perth Hospital (RPH) at an estimated cost of \$9 million in 2016-17. These works will assist in ensuring RPH is well placed to continue delivering safe, high quality, sustainable health care to Western Australians.

Other Metropolitan Infrastructure Developments

- The 2016-17 Budget provides for the reconfiguration and amalgamation of the adult neurosurgery units at Sir Charles Gairdner Hospital and RPH which will enable development of the State Centre for Neurosciences and improve the provision of epilepsy monitoring services for patients.
- The new 300-bay car park project at the Osborne Park Hospital is currently in schematic design phase and is due for completion in November 2016. The new car park will provide close proximity access to the rehabilitation, aged care and surgical admission points and improved parking access across the site.
- The disposal of decommissioned hospital sites, namely the Royal Perth Rehabilitation Hospital (Shenton Park) and Swan District Hospital, is being managed through the Department of Land's Land Asset Management Unit (LAMU).

Rural Health

Regional Infrastructure Developments

- Since 2008, the State Government has commissioned four public country hospital developments - the \$168 million Albany Health Campus, the \$115 million Busselton Health Campus, the \$136 million Hedland Regional Resource Centre, and the \$67.2 million Broome Health Campus.
- As part of the \$32.8 million redevelopment of the Esperance Health Campus, a new and expanded emergency department (ED) at the Esperance Health Service was officially opened in December 2015. The new ED has tripled its former capacity, increasing from four to 12 treatment areas, and includes two state-of-the-art resuscitation bays, with Telehealth links providing round the clock access to emergency medical specialists in Kalgoorlie and Perth. When the redevelopment is completed in early 2017 it will also have improved surgical capacity including a new day surgery unit and maternity facilities.
- Construction is under way on the \$13 million redevelopment of the Harvey Hospital. The completed Harvey Health Campus will deliver a new emergency department and procedure room, outpatient facilities and improved community health services on the site. Construction is expected to be completed in 2017.
- The \$207 million project to build the new Karratha Health Campus will transform health services in the region when the new 40-bed facility opens in 2018. The campus will replace the ageing Nickol Bay Hospital, and will provide an expanded range of services, including a larger emergency department, improved technology, expanded operating theatres and a helipad.

Southern Inland Health Initiative

- Predominantly funded through the State Government's Royalties for Regions (RfR) program, the half a billion dollar Southern Inland Health Initiative (SIHI) is the State's single biggest investment in regional health care in Western Australian history. The initiative is providing improvements to health infrastructure, more accessible and sustainable medical coverage and emergency care, better aged care and new models of health care delivery including the use of telehealth technology.

- Under the SIHI initiative, more than \$300 million is being invested in hospital and health service upgrades and new builds to provide modern facilities across 37 sites in the Wheatbelt, South West and the Great Southern regions. This considerable building program is under way with the first four of 26 small hospital and nursing posts upgrades at Kojonup, Tambellup, Wagin and Gnowangerup now complete.
- Forward works have advanced for the construction of a new state-of-the-art health service for Manjimup and part of the redevelopment of the Collie and Katanning Health Services. The redevelopments of the Northam, Merredin and Narrogin Health Services are expected to commence soon.
- Planning for the development of two new Primary Care Demonstration Sites at Pingelly and Cunderdin to replace the existing hospitals is well under way, with construction to commence on the Pingelly Health Centre in June 2016. In Mullewa and Dongara, the existing Health Services will be transformed into contemporary primary care centres.
- The General Practitioner (GP) incentive packages have enabled the provision of reliable GP services in district hospitals and have resulted in an increase in GP retention rates. In 2015, the four year retention rate was 67%, up from 35% in 2008.
- In partnership with non-government and community organisations, 16 new primary health initiatives have been developed under the SIHI including:
 - Primary Health Nurse Practitioners in partnership with Silver Chain;
 - Maternal Health Improvement program;
 - Kindergarten Oral language program;
 - Diabetes Capacity Building program; and
 - Health Navigator in partnership with Diabetes WA to provide support for people with chronic diseases.
- The roll-out of Telehealth is providing local communities with timelier access to emergency medical specialists and specialist health providers.
- Initiatives to develop innovative aged and dementia care solutions are progressing in two Wheatbelt communities.

North West Health Initiative

- The North West Health Initiative (NWHI) focuses on the north-western area of the WA Country Health Service. The catchment area begins at Mount Magnet, at the lowest point in the Mid West, and extends up through the Pilbara and Kimberley regions to the northern most tip of Western Australia.
- The NWHI, funded from RfR, is a five-year blueprint to bring state-of-the-art medical facilities to some of the region's most rapidly growing towns.
- The State Government has committed to investing more than \$150 million in RfR funding, with co-contributions of \$32 million from BHP Billiton and Chevron, to the NWHI project. This investment will provide for the upgrade and refurbishment of a number of hospitals in the North West of the State including Onslow, Newman, Tom Price and Paraburdoo, expansion of primary health care facilities in Mount Magnet and Meekatharra and a new community health building in Derby.

Other Rural Health Initiatives

- The State Government is continuing to support the provision of care closer to home through the expansion of renal dialysis and support services across country Western Australia, increasing dialysis chairs to 109 and the construction of supporting hostels between 2016 to 2018.
- Regional renal support teams are currently being established and will focus on improving service delivery, care coordination and support for renal patients across rural and remote areas.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Public Hospital Admitted Patients	4,384,126	4,366,127	4,477,664	4,731,074	4,765,946	5,042,009	5,150,455
2. Home-Based Hospital Programs.....	39,066	44,833	33,115	35,225	35,260	37,303	38,105
3. Palliative Care	31,928	32,227	33,014	33,626	28,454	30,103	30,750
4. Emergency Department.....	730,674	740,513	735,820	766,911	772,564	817,314	834,893
5. Public Hospital Non-Admitted Patients.....	976,177	940,919	907,248	951,780	958,795	1,014,333	1,036,149
6. Patient Transport.....	204,924	212,197	211,573	215,858	216,074	228,590	233,506
7. Prevention, Promotion and Protection.....	550,560	594,666	578,891	603,704	578,355	611,856	625,015
8. Dental Health	99,847	115,495	105,468	106,569	106,676	112,855	115,282
9. Continuing Care	446,918	488,900	462,648	477,969	466,662	493,693	504,312
10. Contracted Mental Health	580,491	612,041	627,255	645,357	662,142	684,702	708,492
Total Cost of Services	8,044,711	8,147,918	8,172,696	8,568,073	8,590,928	9,072,758	9,276,959

Outcomes and Key Effectiveness Indicators ^(a)

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

Unplanned hospital readmissions within 28 days for selected surgical procedures ^{(a) (b)}

	2014-15 Actual ^(c)	2015-16 Budget ^(c)	2015-16 Estimated Actual ^(d)	2016-17 Budget Target	Note
Appendectomy.....	3.3%	3.3%	3.8%	3.3%	
Knee replacement.....	3.8%	3%	2.5%	2.5%	
Hip replacement.....	2.1%	1.8%	2%	1.8%	
Tonsillectomy and adenoidectomy	6%	5.5%	6.7%	5.5%	
Hysterectomy.....	5.4%	3%	4.3%	3%	
Prostatectomy.....	4.1%	4.1%	3.2%	3.2%	
Cataract surgery	0.5%	0.4%	0.3%	0.3%	

- (a) This is a new indicator for use from 2015-16 onward, and it measures whether appropriate surgical interventions, together with sound discharge planning are decreasing the likelihood of unplanned hospital readmissions and thus providing better health care.
- (b) Data to measure performance against this key performance indicator (KPI) includes services delivered through State public hospitals and services contracted from selected private hospitals.
- (c) The reported 2014-15 Actual and 2015-16 Budget should be interpreted with caution as they are based on previously unpublished and unaudited data.
- (d) The reported 2015-16 Estimated Actual should be interpreted with caution as it is based on preliminary data that is subject to further validation. Final performance data will not be available until 30 September 2016.

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

Birthweight (grams)	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual ^(c)	2016-17 Budget Target	Note
0-1499.....	6.5%	4.2%	4.9%	4.2%	
1500-1999	0.3%	0.3%	0.3%	0.3%	
2000-2499	0.5%	0.3%	0.4%	0.3%	
2500 and over.....	0.2%	0.1%	0.2%	0.1%	

- (a) The APGAR (Appearance, Pulse, Grimace, Activity and Respiration) score is used to assess the health of a newborn baby immediately after birth. A score of three or less is considered to be critically low and can indicate complication and compromise for the baby.
- (b) Data to measure performance against this KPI includes services delivered through State public hospitals and services contracted from selected private hospitals.
- (c) The reported 2015-16 Estimated Actual should be interpreted with caution as it is based on preliminary data that is subject to further validation. Final performance data will not be available until 30 September 2016.

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

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual ^(b)	2016-17 Budget Target	Note
Rate per 1,000 target population ^(c)	370	350	354	349	

- (a) This indicator measures the proportion of people per 1,000 in the target population who receive Home and Community Care (HACC) services. The HACC program aims to provide basic support services to frail aged and younger people with a disability. This in turn reduces the risk of premature or inappropriate long-term residential care for these Western Australians.
- (b) The reported 2015-16 Estimated Actual should be interpreted with caution as it is based on preliminary data that is subject to further validation. Final performance data will not be available until 30 September 2016.
- (c) A change in methodology occurred in 2014 to incorporate a one-year lag period for data availability, and therefore data is not comparable to Budget Papers published prior to 2015.

Rate of hospitalisation for selected respiratory conditions - Asthma ^{(a) (b)}

Asthma - hospitalisation per 1,000 persons	2014-15	2015-16	2015-16	2016-17	Note
	Actual	Budget	Estimated Actual ^(c)	Budget Target	
0-4 years	3	4	3.2	3	
5-12 years.....	2.2	2.2	2.4	2.2	
13-18 years.....	0.7	0.6	0.6	0.6	
19-34 years.....	0.5	0.6	0.5	0.5	
35+ years.....	0.7	0.7	0.7	0.7	

- (a) Asthma is a chronic condition that affects the lungs at varying levels of severity. The rate of admission to hospital per 1,000 people for treatment of this condition can be an indicator of the effectiveness of primary care services or community health strategies including health education, disease prevention, and disease management delivered through WA Health and other providers across the wider health system.
- (b) Data to measure performance against this KPI includes services delivered through State public hospitals and services contracted from selected private hospitals.
- (c) The reported 2015-16 Estimated Actual should be interpreted with caution as it is based on preliminary data that is subject to further validation. Final performance data will not be available until 30 September 2016.

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

	2014-15	2015-16	2015-16	2016-17	Note
	Actual	Budget	Estimated Actual ^(d)	Budget Target	
Lung Cancer	1.5	1.9	1.5	1.8	
Ischaemic Heart Disease	2.5	2.7	2.5	2.4	
Falls.....	0.4	0.1	0.4	0.2	
Melanoma.....	0.4	0.5	0.4	0.5	

- (a) This indicator measures the total years of life lost (per 1,000 population and age-standardised) from all deaths associated with lung cancer, ischaemic heart disease, falls and melanoma. Success is measured by gradual downwards trends over a number of years.
- (b) International Classification of Diseases codes were used to identify those deaths caused by conditions known to be largely preventable. The conditions identified above are those for which WA Health has screening, health promotion or other programs designed to specifically target reductions in these diseases and injuries.
- (c) Data to measure performance against this KPI includes services delivered through State public hospitals and services contracted from selected private hospitals.
- (d) The reported 2015-16 Estimated Actual should be interpreted with caution as it is based on preliminary data that is subject to further validation. Final performance data will not be available until 30 September 2016.

Services and Key Efficiency Indicators

1. Public Hospital Admitted Patients

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

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service ^(b)	4,384,126	4,366,127	4,477,664	4,731,074	
Less Income.....	1,732,164	1,770,197	1,729,606	1,840,974	
Net Cost Of Service.....	2,651,962	2,595,930	2,748,058	2,890,100	
Employees (Full Time Equivalents).....	26,193	26,215	26,078	26,317	
Efficiency Indicators					
Average Cost per Casemix Adjusted Separation for Tertiary Hospitals.....	\$8,286	\$7,380	\$7,917	\$7,890	
Average Cost per Casemix Adjusted Separation for Non-Tertiary Hospitals.....	\$6,627	\$6,850	\$7,084	\$7,013	
Average Cost of Admitted Public Patient Treatment Episodes in Private Hospitals.....	\$3,403	\$3,494	\$3,638	\$3,603	
Cost per Capita of Supporting Treatment of Patients in Public Hospitals.....	\$29	\$32	\$28	\$28	1
Average Cost per Bed-day for Admitted Patients (Selected Small Rural Hospitals) ^(c)	\$1,983	\$2,095	\$2,050	\$2,028	

(a) The 2015-16 Budget income estimate has been recast to ensure comparability with the methodology applied in deriving the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

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

(c) The 2015-16 Budget for the Average Cost per Bed-day for Admitted Patients (Selected Small Rural Hospitals) has been recast to ensure comparability with the methodology applied in deriving the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

Explanation of Significant Movements

(Notes)

- The variance between the 2015-16 Budget and 2015-16 Estimated Actual Cost Per Capita of Supporting Treatment of Patients in Public Hospitals is due to efficiency improvements.

2. Home-Based Hospital Programs

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

These services are provided by WA Health Services and contracted non-government providers.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(b)	\$'000 39,066	\$'000 44,833	\$'000 33,115	\$'000 35,225	1
Less Income.....	2,512	2,312	2,282	2,505	2
Net Cost of Service.....	36,554	42,521	30,833	32,720	
Employees (Full Time Equivalents).....	71	73	70	71	
Efficiency Indicators					
Average Cost per Home-Based Hospital Day of Care.....	\$320	\$317	\$348	\$344	3
Average Cost per Home-Based Hospital Care Occasion of Service.....	\$117	\$125	\$126	\$125	

(a) The 2015-16 Budget income estimate has been recast to ensure comparability with the methodology applied in deriving the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

(b) The Total Cost of Service includes the cost of HITH services provided by metropolitan public hospitals and HITH services delivered through the contracted provider, Silver Chain.

Explanation of Significant Movements

(Notes)

1. The variance in the Total Cost of Service between the 2015-16 Budget and 2015-16 Estimated Actual is due to the reclassification of some services previously reported under Home-Based Hospital Programs to Public Hospital Admitted Patients. The counting and classification methodology now applied is consistent with national definitions published by the Independent Hospital Pricing Authority⁹.
2. The variance between the 2016-17 Budget Target and the 2015-16 Estimated Actual reflects a general increase in recoveries from external parties resulting from increased efforts to reform revenue raising capabilities.
3. The variance between the 2015-16 Budget and 2015-16 Estimated Actual Average Cost per Home-Based Hospital Day of Care is the result of lower 2015-16 actual activity estimates emanating from the classification of activity consistent with the Admission, Readmission, Discharge and Transfer Policy.

⁹ It has not been possible to recast the 2015-16 Budget to ensure comparability with the 2015-16 Estimated Actual and the 2016-17 Budget Target as the information captured under the new counting and classification methodology differs from the data captured at the time of the 2015-16 Budget.

3. Palliative Care

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

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(b)	\$'000 31,928	\$'000 32,227	\$'000 33,014	\$'000 33,626	
Less Income.....	2,062	1,711	1,700	1,814	
Net Cost of Service.....	29,866	30,516	31,314	31,812	
Efficiency Indicators					
Average Cost per Client Receiving Contracted Palliative Care Services.....	\$4,892	\$4,735	\$4,153	\$4,128	1

(a) The 2015-16 Budget income estimate has been recast to ensure comparability with the methodology applied in deriving the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

(b) The Total Cost of Service includes palliative care services delivered by contracted providers such as Silver Chain, Peel and Joondalup Health Campuses and the Murdoch Community Hospice.

Explanation of Significant Movements

(Notes)

- The 2015-16 Estimated Actual Average Cost per Client Receiving Contracted Palliative Care Services is lower relative to the 2015-16 Budget as a result of an increase in clients receiving treatment and improved efficiency of service delivery by contracted providers.

4. Emergency Department

Emergency department services describe the treatment provided in metropolitan and major rural hospitals to those people with sudden onset of illness or injury of such severity and urgency that they need immediate medical help which is either not available from their general practitioner, or for which their general practitioner has referred them for treatment. An emergency department can provide a range of services and may result in admission to hospital or in treatment without admission. Not all public hospitals provide emergency care services. Privately provided contracted emergency services are included.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 730,674	\$'000 740,513	\$'000 735,820	\$'000 766,911	
Less Income.....	204,429	232,300	221,479	232,232	
Net Cost of Service.....	526,245	508,213	514,341	534,679	
Employees (Full Time Equivalents).....	2,568	2,571	2,557	2,581	
Efficiency Indicators					
Average Cost per Emergency Department Attendance.....	\$751	\$689	\$757	\$745	1

(a) The 2015-16 Budget income estimate has been recast to ensure comparability with the methodology applied in deriving the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

Explanation of Significant Movements

(Notes)

- The variance between the 2015-16 Budget and 2015-16 Estimated Actual Average Cost Per Emergency Department Attendance is the result of the 2015-16 Budget being based on a modelled view of average costs prior to the finalisation of service reconfiguration within the South Metropolitan Health Service.

5. Public Hospital Non-Admitted Patients

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

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	976,177	940,919	907,248	951,780	
Less Income.....	378,755	419,839	404,403	391,327	
Net Cost of Service.....	597,422	521,080	502,845	560,453	
Employees (Full Time Equivalents).....	521	522	519	524	
Efficiency Indicators					
Average Cost per Doctor Attended Outpatient Episode for Metropolitan Health Service Hospitals ^(b)	\$584	\$665	-	-	
Average Cost per Non-Admitted Occasion of Service for Metropolitan Health Service Hospitals (Excludes Emergency Occasions and Doctor Attended Outpatient Occasions) ^(b)	\$215	\$156	-	-	
Average Cost per Non-Admitted Hospital-Based Occasion of Service for Rural Hospitals ^(b)	\$255	\$146	-	-	
Average Cost per Public Patient Non-Admitted Activity ^(b)	-	-	\$353	\$347	
Average Cost per Non-Admitted Occasion of Service in a Nursing Post.....	\$368	\$376	\$378	\$374	

(a) The 2015-16 Budget income estimate has been recast to ensure comparability with the methodology applied in deriving the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

(b) As a result of the change in the counting and classification of Non-Admitted patient services in accordance with the national definitions published by the Independent Hospital Pricing Authority, three previously reported key efficiency indicators (Average Cost per Doctor Attended Outpatient Episode for Metropolitan Health Service Hospitals, Average Cost per Non-Admitted Occasion of Service for Metropolitan Health Service Hospitals and Average Cost per Non-Admitted Hospital-Based Occasion of Service for Rural Hospitals) have been replaced with one composite indicator that provides a holistic measure of the Average Cost per Public Patient Non-Admitted Activity¹⁰.

¹⁰ It has not been possible to recast the 2015-16 Budget to ensure comparability with the 2015-16 Estimated Actual and the 2016-17 Budget Target as the information captured under the new counting and classification methodology differs from the data captured at the time of the 2015-16 Budget.

6. Patient Transport

Patient transport services are those services provided by St John Ambulance Australia, the Royal Flying Doctor Service 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.

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	204,924	212,197	211,573	215,858	
Less Income.....	9,175	8,066	8,216	8,998	1
Net Cost of Service.....	195,749	204,131	203,357	206,860	
Employees (Full Time Equivalents).....	9	9	9	9	
Efficiency Indicators					
Average Cost per Trip of Patient Assisted Travel Scheme (PATS).....	\$447	\$530	\$453	\$450	2
Cost per Capita of Royal Flying Doctor Service Western Operations, St John Ambulance Australia - Western Australia Ambulance Service Agreements.....	\$63	\$65	\$64	\$63	

(a) The 2015-16 Budget income estimate has been recast to ensure comparability with the methodology applied in deriving the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

Explanation of Significant Movements

(Notes)

1. The variance between the 2016-17 Budget Target and the 2015-16 Estimated Actual reflects a general increase in recoveries from external parties resulting from increased efforts to reform revenue raising capabilities.
2. The variance between the 2015-16 Budget and the 2015-16 Estimated Actual in the Average Cost per Trip of PATS reflects an overstatement of the 2015-16 Budget resulting from an underestimation of the number of PATS clients at the time.

7. Prevention, Promotion and Protection

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

	2014-15 Actual ^(a)	2015-16 Budget ^{(a) (b)}	2015-16 Estimated Actual ^(a)	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	550,560	594,666	578,891	603,704	
Less Income.....	57,943	52,871	50,784	48,940	
Net Cost of Service.....	492,617	541,795	528,107	554,764	
Employees (Full Time Equivalents).....	2,531	2,534	2,520	2,543	
Efficiency Indicators					
Cost per Capita of Providing Preventative Interventions, Health Promotion and Protection Activities.....	\$55	\$55	\$51	\$51	
Average Cost per Capita of Population Health Units.....	\$149	\$144	\$150	\$149	
Average Cost per Breast Screening.....	\$170	\$165	\$183	\$182	1

(a) The 2014-15 Actual, 2015-16 Budget and 2015-16 Estimated Actual financial data has been restated for comparability purposes to account for the transfer of the Office of the Chief Psychiatrist to the Mental Health Commission as shown in the reconciliation table.

(b) The 2015-16 Budget income estimate has been recast to ensure comparability with the methodology applied in deriving the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

Explanation of Significant Movements

(Notes)

- The variance between the 2015-16 Budget and the 2015-16 Estimated Actual for the Average Cost per Breast Screening is the result of additional Commonwealth funded investment to establish capacity to increase the number of women aged 70-74 years being screened in future years.

8. Dental Health

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

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	99,847	115,495	105,468	106,569	
Less Income.....	30,072	7,834	20,861	10,620	1
Net Cost Of Service.....	69,775	107,661	84,607	95,949	
Employees (Full Time Equivalents).....	691	692	688	695	
Efficiency Indicators					
Average Cost per Enrolled Child for School Dental Service.....	\$122	\$133	\$133	\$134	
Average Cost per Dental Service Provided by the Oral Health Centre of Western Australia.....	\$165	\$162	\$169	\$169	
Average Cost of Completed Courses of Adult Dental Care.....	\$382	\$349	\$393	\$394	2

(a) The 2015-16 Budget income estimate has been recast to ensure comparability with the methodology applied in deriving the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

Explanation of Significant Movements

(Notes)

1. The higher 2015-16 Estimated Actual relative to the 2015-16 Budget is the result of additional funding of \$13 million provided by the Commonwealth in 2015-16 under the National Partnership Agreement on Adult Public Dental Services (Adult Dental Services NPA) which was finalised after the 2015-16 Budget. The variance between the 2015-16 Estimated Actual and the 2016-17 Budget Target reflects the Adult Dental Services NPA funding ceasing in 2016-17.
2. The variance between the 2015-16 Budget and the 2015-16 Estimated Actual Average Cost of Completed Courses of Adult Dental Care is due to higher than actual activity assumptions applied in the derivation of the 2015-16 Budget Estimate, resulting in a lower than estimated actual unit cost.

9. Continuing Care

Aged and continuing care services include:

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

	2014-15 Actual	2015-16 Budget ^(a)	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	446,918	488,900	462,648	477,969	
Less Income.....	252,018	242,486	266,102	244,787	
Net Cost of Service.....	194,900	246,414	196,546	233,182	
Employees (Full Time Equivalents).....	514	514	511	516	
Efficiency Indicators					
Average Cost of HACC Services per Person With Long-Term Disability	\$3,901	\$4,082	\$4,024	\$4,009	
Average Cost per Transition Care Day	\$305	\$300	\$310	\$308	
Average Cost per Day of Care for Non-Acute Admitted Continuing Care	\$731	\$769	\$785	\$780	
Average Cost to Support Patients Who Suffer Chronic Illness and Other Clients Who Require Continuing Care	\$42	\$51	\$42	\$42	1
Average Cost per Bed-day in Specified Residential Care Facilities, Flexible Care (Hostels) and Nursing Home Type Residents ^(b)	\$401	\$422	\$421	\$420	

(a) The 2015-16 Budget income estimate has been recast to ensure comparability with the methodology applied in deriving the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

(b) The 2015-16 Budget Estimate for the Average Cost per Bed-day in Specified Residential Care Facilities, Flexible Care (Hostels) and Nursing Home Type Residents has been recast to ensure comparability with the methodology used to derive the 2014-15 Actual and 2015-16 Estimated Actual.

Explanation of Significant Movements

(Notes)

1. The 2015-16 Estimated Actual is lower relative to the 2015-16 Budget for the Average Cost to Support Patients Who Suffer Chronic Illness and Other Clients Who Require Continuing Care due to increased efficiency of service delivery by contracted service providers and the Department of Health.

10. Contracted Mental Health

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost Of Service.....	\$'000 580,491	\$'000 612,041	\$'000 627,255	\$'000 645,357	
Less Income.....	580,491	612,041	627,255	645,357	
Net Cost Of Service.....	-	-	-	-	
Employees (Full Time Equivalents).....	3,595	3,598	3,579	3,612	
Efficiency Indicators					
Average Cost per Bed-day in a Specialised Mental Health Unit ^(a)	1,528	1,518	1,621	1,606	
Average Cost per Three Month Period of Community Care Provided by Public Community Mental Health Services ^(a)	2,105	2,092	2,095	2,083	

(a) The 2015-16 Budget estimate has been recast to ensure comparability with the methodology applied in the derivation of the 2014-15 Actual, the 2015-16 Estimated Actual and the 2016-17 Budget Target.

Asset Investment Program

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

- Construction work will continue on the following infrastructure projects:
 - Perth Children’s Hospital;
 - Karratha Health Campus; and
 - Esperance Health Campus Redevelopment.
- Construction is planned to commence on the Southern Inland Health Initiative Stream 2, including:
 - Collie Health Service;
 - Katanning Health Service;
 - Merredin Health Service;
 - Narrogin Health Service;
 - Northam Health Service;
 - Warren Health Service; and
 - Onslow Health Service Redevelopment.
- Planning will continue on the:
 - Newman Health Service Redevelopment; and
 - Laverton Primary Health and Aged Care Facility.

- Planning will commence on the:
 - Quadriplegic Centre Redevelopment;
 - Joondalup Health Campus – Mental Health Observation Area; and
 - Carnarvon Aged Care facility.
- Maintaining information and communications technology (ICT):
 - iPharmacy System Upgrades;
 - replacement of the Monitoring of Drugs and Dependence System;
 - ICT works;
 - replacement of PathWest’s Laboratory Information Systems (LISs); and
 - replacement of Medical Imaging System (PACS-RIS).

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Equipment							
Equipment Replacement Program.....	433,960	379,507	23,826	37,412	17,041	-	-
Hospitals, Health Centres and Community Facilities							
Albany Hospice Car Park	815	665	665	150	-	-	-
Armadale Kelmscott Hospital - Development	11,146	9,272	-	-	-	1,874	-
Bunbury, Narrogin and Collie Hospitals - Pathology							
Laboratories Redevelopment	6,924	1,900	1,523	3,905	1,119	-	-
Busselton Health Campus (a)	115,233	114,345	6,856	888	-	-	-
Country Staff Accommodation - Stage 3	26,972	26,787	-	185	-	-	-
East Kimberley Development Package	38,593	38,518	507	75	-	-	-
Eastern Wheatbelt District (including Merredin) Stage 1	7,881	298	-	6,295	1,288	-	-
Esperance Health Campus Redevelopment (a)	32,841	32,078	21,464	755	-	-	-
Exmouth Multipurpose Service Redevelopment (b)	7,797	7,794	807	-	-	-	-
Fremantle Hospital and Health Service							
Reconfiguration	3,211	2,600	1,192	611	-	-	-
Harvey Health Campus Redevelopment	12,855	2,233	835	9,622	1,000	-	-
Health Services Development Fund.....	1,374	950	950	424	-	-	-
Hedland Regional Resource Centre - Stage 2	136,308	135,308	805	-	650	350	-
Joondalup Health Campus - Development Stage 1	215,152	214,652	1,122	500	-	-	-
Joondalup Health Campus Telethon Paediatric Ward	12,118	8,718	5,718	3,000	400	-	-
Joondalup Mental Health Observation Area	7,064	660	660	5,313	985	106	-
Kalgoorlie Regional Resource Centre - Redevelopment							
Stage 1	57,086	55,086	3,785	2,000	-	-	-
Karratha Health Campus - Development (a)	206,892	22,598	15,969	76,676	90,801	16,485	-
Laverton Primary Health and Aged Care Facility (b)	19,500	-	-	500	4,000	12,000	3,000
Metropolitan Plan Implementation							
Bentley Hospital - Development	9,962	-	-	475	1,903	4,750	2,834
Graylands Hospital - Development Stage 1	92	-	-	92	-	-	-
Kalamunda Hospital - Redevelopment Stage 2	8,147	582	565	-	-	-	-
Peel Health Campus - Development Stage 1	2,233	400	400	1,833	-	-	-
Sir Charles Gairdner Hospital (SCGH) - Mental Health Unit							
Health Unit	28,925	28,924	-	1	-	-	-
National Partnership Agreement - Improving Public Hospital Services							
Hospital Services.....	88,227	76,524	9,273	7,703	4,000	-	-
Onslow Health Service Redevelopment.....	41,798	3,098	3,015	18,900	19,800	-	-
Osborne Park Hospital Additional Parking Facility.....	3,330	1,015	1,000	2,000	315	-	-
Perth Children’s Hospital - Development.....	1,160,168	1,110,433	201,570	48,600	1,135	-	-
Queen Elizabeth II Medical Centre (QEII MC) - New Central Plant Facility							
Central Plant Facility.....	218,268	218,068	6,660	200	-	-	-
Regional Health Administrative Accommodation (b)	1,536	1,534	108	-	-	-	-
Remote Indigenous Health (a)	20,736	13,884	218	2,420	4,432	-	-
Renal Dialysis and Support Services.....	47,390	8,845	8,742	21,542	17,003	-	-
Royal Perth Hospital Redevelopment Stage 1	17,371	8,342	8,132	9,029	-	-	-
SCGH							
Redevelopment Stage 1	26,539	6,803	3,238	8,217	200	11,319	-
Catheter Laboratory 2 Upgrade.....	832	788	730	44	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Southern Inland Health Initiative							
Integrated District Health Service - (Stream 2) ^(b)	153,728	18,919	11,678	63,320	53,281	18,208	-
Primary Health Care Centres (Stream 3) ^(b)	38,664	5,939	4,590	10,148	14,783	7,789	-
Small Hospitals and Nursing Posts (Stream 4) ^(b)	102,445	28,027	13,776	57,065	7,438	9,915	-
Telehealth (Stream 5) ^(b)	5,530	4,402	1,347	1,128	-	-	-
St John of God Midland Public Hospital.....	344,802	344,304	15,618	498	-	-	-
Strengthening Cancer Services							
Regional Cancer Patient Accommodation.....	4,498	3,043	2,024	530	925	-	-
Geraldton Cancer Centre.....	4,062	1,102	982	2,960	-	-	-
Narrogin Cancer Centre.....	2,000	-	-	750	1,250	-	-
Northam Cancer Centre.....	3,500	-	-	2,500	1,000	-	-
Upper Great Southern District (including Narrogin)							
Stage 1.....	10,497	379	-	8,465	1,498	155	-
Wheatbelt Renal Dialysis ^(b)	1,967	87	87	890	829	144	-
Information and Communication Equipment and Infrastructure							
Fiona Stanley Hospital (FSH) ICT Commissioning.....	30,361	25,797	2,500	4,564	-	-	-
FSH ICT - Pharmacy Automation.....	8,970	7,072	6,000	1,898	-	-	-
Infection Prevention and Control System.....	2,387	1,630	1,630	757	-	-	-
Perth Children's Hospital ICT Technology.....	162,373	131,621	86,138	30,752	-	-	-
Replacement of PathWest's Laboratory Information Systems							
.....	24,399	2,500	2,500	7,575	14,324	-	-
Upgrade of PABX Infrastructure at SCGH and King Edward Memorial Hospital (KEMH)							
.....	3,000	1,083	1,000	1,917	-	-	-
Other Projects							
Country - Staff Accommodation- Stage 4.....	8,513	4,147	4,000	4,366	-	-	-
Enhancing Health Services for the Pilbara in Partnership with Industry ^(a)							
.....	8,447	8,354	1,124	-	-	-	-
Minor Buildings Works.....	160,642	145,092	5,004	6,850	2,850	2,850	3,000
WA Country Health Service Picture Archive Communication System - Regional Resource Centre....							
.....	6,273	4,022	-	2,251	-	-	-
COMPLETED WORKS							
Hospitals, Health Centres and Community Facilities							
Broome Mental Health - 14 Bed Unit.....	9,151	9,151	201	-	-	-	-
Broome Paediatrics Facility.....	7,833	7,833	78	-	-	-	-
Broome Regional Resource Centre - Redevelopment							
Stage 1.....	42,000	42,000	457	-	-	-	-
Carnarvon Health Campus Redevelopment ^(a)	25,666	25,666	7,522	-	-	-	-
Community Mental Health Initiatives.....	5,788	5,788	206	-	-	-	-
FSH - Development.....	1,584,691	1,584,691	5,561	-	-	-	-
Graylands Hospital - Redevelopment Planning.....	600	600	76	-	-	-	-
KEMH							
Holding.....	1,380	1,380	324	-	-	-	-
Maternal Foetal Assessment.....	5,500	5,500	122	-	-	-	-
Point of Care Network for Pathology Testing.....	771	771	771	-	-	-	-
Princess Margaret Hospital (PMH) - Holding.....	6,245	6,245	4,119	-	-	-	-
PMH - Interim Holding Works at Existing PMH							
Hospital Site.....	995	995	995	-	-	-	-
SCGH - G Block Lift Upgrade.....	6,092	6,092	1	-	-	-	-
South Metropolitan Health Service Reconfiguration (FSH link)							
.....	16	16	16	-	-	-	-
Information and Communications Equipment and Infrastructure							
Clinical Incident Management System.....	2,679	2,679	726	-	-	-	-
FSH ICT - Intensive Care Clinical Information Systems....	4,200	4,200	1,658	-	-	-	-
Stabilising Existing ICT Platform.....	12,421	12,421	11,921	-	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
NEW WORKS							
Hospitals, Health Centres and Community Facilities							
King's Park Link Bridge	6,700	6,700	6,700	-	-	-	-
Newman Health Service Redevelopment ^(a)	59,750	-	-	5,005	34,630	20,110	-
North West Health Initiative							
Carnarvon Aged Care ^(b)	16,577	-	-	7,379	8,776	422	-
Other ^(b)	49,111	-	-	-	-	5,768	43,343
PathWest - Laboratory Equipment and Asset							
Replacement/Maintenance	1,500	-	-	1,500	-	-	-
Quadriplegic Centre Redevelopment - Planning	500	-	-	500	-	-	-
State Epilepsy Service Relocation.....	1,383	1,100	1,100	283	-	-	-
Telethon Kids Institute Fit-Out - Perth Children's Hospital.....	40,037	27,582	27,582	12,455	-	-	-
Information and Communications Equipment and Infrastructure							
iPharmacy.....	1,364	-	-	1,364	-	-	-
ICT Platform Minor Works Program.....	4,000	-	-	2,000	2,000	-	-
Replacement of Medical Imaging System (Picture Archive Communication System - Radiology Information System).....	52,557	-	-	16,771	4,524	4,014	3,144
Replacement of the Monitoring of Drugs and Dependence System	992	-	-	481	435	76	-
Other Projects - Country - Transport Initiatives.....	3,228	-	-	-	-	-	3,228
Total Cost of Asset Investment Program ^(c)	6,070,061	5,022,139	560,469	526,289	314,615	116,335	58,549
Loan and Other Repayments.....			68,913	77,631	70,750	61,576	51,059
Total.....	6,070,061	5,022,139	629,382	603,920	385,365	177,911	109,608
FUNDED BY							
Capital Appropriation			146,494	188,049	107,128	64,426	54,059
Commonwealth Grants			25,839	20,749	2,100	161	-
Other Grants and Subsidies.....			51,882	17,355	5,000	5,500	-
Funding Included in Department of Treasury							
Administered Item			42,012	34,656	7,043	24,117	9,206
Funding Included in Department of Treasury - FSH.....			2,019	-	-	-	-
Funding Included in Department of Treasury - New							
Children's Hospital			181,013	48,600	1,135	-	-
Internal Funds and Balances and Others.....			130,779	96,459	81,970	9,681	-
Drawdowns from Royalties for Regions Fund.....			49,344	198,052	180,989	74,026	46,343
Total Funding.....			629,382	603,920	385,365	177,911	109,608

(a) Partially funded from the Royalties for Regions Fund.

(b) Fully funded from the Royalties for Regions Fund.

(c) The Estimated Total Cost in the above Asset Investment Program does not include an allocation for expensed capital. Hence, it does not reflect the total approved project Budget.

Financial Statements

Income Statement

Expenses

The estimated Total Cost of Services is projected to grow by \$394.6 million (4.8%) between the 2015-16 Estimated Actual and the 2016-17 Budget Target. The forecast expense growth is largely attributable to additional growth in the volume and cost of public hospital services (\$265.6 million), and movements in expenditure due to either timing of payments or alignment with program implementation and related parameter changes.

Statement of Financial Position

The estimated total net asset position (equity) is expected to increase by \$442 million between the 2015-16 Estimated Actual and the 2016-17 Budget Target. Total assets are projected to increase by \$434.9 million whilst liabilities are projected to decrease by \$7 million. The projected increase in total assets is attributable to a number of significant health infrastructure projects currently under construction including the:

- ongoing redevelopment and expansion of regional hospitals and medical facilities as part of the Southern Inland Health Initiative (\$150.6 million);
- Karratha Health Campus (\$76.7 million);
- Onslow Hospital Redevelopment (\$18.9 million);
- Perth Children's Hospital Development (\$48.6 million);
- Perth Children's Hospital Information Communication Technology (\$30.8 million);
- Perth Children's Hospital Development Telethon Kids Institute (\$12.5 million);
- Renal Dialysis and Support Services (\$21.5 million); and
- Medical Imaging System replacement (\$16.8 million).

Statement of Cashflows

The estimated cash balance at 30 June 2017 of \$596.6 million is \$149.3 million (20%) lower than the cash position at 30 June 2016. This cashflow change is primarily driven by the use of Commonwealth, Royalties for Regions, and State funds for service delivery, and capital construction requirements.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	4,594,434	4,686,045	4,720,870	4,948,051	4,936,851	5,202,706	5,354,299
Grants and subsidies ^(c)	46,954	62,087	48,119	49,330	50,563	51,827	53,122
Supplies and services.....	937,300	835,874	874,553	862,876	869,966	887,396	900,267
Accommodation.....	108,567	97,430	105,136	112,108	117,884	130,359	131,935
Depreciation and amortisation.....	299,358	372,999	332,391	382,260	392,244	409,076	390,659
Direct patient support costs expense.....	833,909	893,323	825,386	951,198	955,453	1,037,743	1,043,227
Indirect patient support costs expense.....	178,802	204,438	162,211	203,954	206,102	226,276	229,963
Private sector contracts expense.....	525,652	648,141	646,829	671,689	672,037	695,785	711,098
Visiting medical practitioners expense.....	138,426	160,463	139,851	148,757	150,155	162,308	163,296
Other expenses.....	382,774	188,724	318,073	237,850	239,673	269,282	299,093
TOTAL COST OF SERVICES	8,046,176	8,149,524	8,173,419	8,568,073	8,590,928	9,072,758	9,276,959
Income							
Sale of goods and services.....	284,802	297,979	295,418	311,686	315,934	329,185	344,382
Grants and subsidies.....	490,488	389,871	460,082	377,511	365,649	340,279	321,374
National Health Reform Agreement.....	1,577,045	1,747,219	1,647,386	1,783,168	1,931,558	2,092,619	2,266,761
Service Delivery Agreement.....	580,491	612,041	627,255	645,357	662,141	684,702	708,312
Other revenue.....	316,795	302,547	302,547	309,832	316,678	323,126	331,219
Total Income	3,249,621	3,349,657	3,332,688	3,427,554	3,591,960	3,769,911	3,972,048
NET COST OF SERVICES	4,796,555	4,799,867	4,840,731	5,140,519	4,998,968	5,302,847	5,304,911
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	4,704,853	4,823,053	4,853,368	5,056,078	4,934,219	5,247,965	5,254,706
Resources received free of charge.....	7,113	17,698	17,698	17,698	17,698	17,697	17,697
Royalties for Regions Fund:							
Regional Community Services Fund.....	40,894	38,113	37,696	25,665	26,290	23,132	22,440
Regional Infrastructure and Headworks Fund.....	16,544	16,993	7,855	13,678	14,308	13,488	9,511
Other appropriations.....	21,819	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	4,791,223	4,895,857	4,916,617	5,113,119	4,992,515	5,302,282	5,304,354
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(5,332)	95,990	75,886	(27,400)	(6,453)	(565)	(557)

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 36,693, 36,531 and 36,868 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Continuing Care.....	3,964	4,532	4,061	4,164	4,268	4,374	4,484
Dental Health.....	98	278	100	102	105	107	110
Home-Based Hospital Programs.....	48	169	50	51	52	54	55
Palliative Care.....	180	215	185	190	195	200	205
Patient Transport.....	4,456	11,851	4,586	4,702	4,819	4,940	5,063
Prevention, Promotion and Protection.....	16,957	18,113	17,379	17,816	18,261	18,718	19,185
Public Hospital Admitted Patients.....	17,269	21,141	17,684	18,128	18,582	19,046	19,522
Public Hospital Non-Admitted Patients.....	3,982	5,788	4,074	4,177	4,281	4,388	4,498
TOTAL	46,954	62,087	48,119	49,330	50,563	51,827	53,122

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	397,038	134,055	309,489	252,980	247,976	249,612	249,612
Restricted cash	606,237	441,589	436,394	343,586	253,067	235,524	234,967
Holding account receivables	-	64,081	31,848	69,419	73,131	73,131	73,131
Receivables	183,685	174,422	183,685	183,685	183,685	183,685	183,685
Other	60,289	79,449	59,680	59,680	59,680	59,680	59,680
Assets held for sale	865	-	865	865	865	865	865
Total current assets	1,248,114	893,596	1,021,961	910,215	818,404	802,497	801,940
NON-CURRENT ASSETS							
Holding account receivables	2,006,810	2,361,525	2,353,122	2,745,636	3,134,168	3,543,244	3,933,903
Property, plant and equipment	7,828,103	8,270,499	8,116,367	8,269,405	8,192,199	7,918,981	7,605,316
Intangibles	253,844	321,337	256,794	257,931	257,508	237,985	219,540
Restricted cash	-	57,916	-	-	-	-	-
Other	8,102	2,361	8,102	8,102	8,102	8,102	8,102
Total non-current assets	10,096,859	11,013,638	10,734,385	11,281,074	11,591,977	11,708,312	11,766,861
TOTAL ASSETS	11,344,973	11,907,234	11,756,346	12,191,289	12,410,381	12,510,809	12,568,801
CURRENT LIABILITIES							
Employee provisions	829,571	818,449	852,791	886,650	886,650	886,650	886,650
Payables	368,316	362,495	368,316	368,316	368,316	368,316	368,316
Accruals - salaries and wages - current	190,673	52,578	70,593	83,239	83,239	83,239	83,239
Other	68,553	69,237	51,272	59,651	56,781	48,579	36,961
Total current liabilities	1,457,113	1,302,759	1,342,972	1,397,856	1,394,986	1,386,784	1,375,166
NON-CURRENT LIABILITIES							
Employee provisions	194,956	207,176	212,198	226,164	226,164	226,164	226,164
Borrowings	280,496	277,579	292,000	216,136	148,256	94,882	55,441
Total non-current liabilities	475,452	484,755	504,198	442,300	374,420	321,046	281,605
TOTAL LIABILITIES	1,932,565	1,787,514	1,847,170	1,840,156	1,769,406	1,707,830	1,656,771
EQUITY							
Contributed equity	6,336,823	7,010,917	6,757,705	7,227,062	7,523,357	7,685,926	7,795,534
Accumulated surplus/(deficit)	68,404	153,359	144,290	116,890	110,437	109,872	109,315
Reserves	3,007,181	2,955,444	3,007,181	3,007,181	3,007,181	3,007,181	3,007,181
Total equity	9,412,408	10,119,720	9,909,176	10,351,133	10,640,975	10,802,979	10,912,030
TOTAL LIABILITIES AND EQUITY	11,344,973	11,907,234	11,756,346	12,191,289	12,410,381	12,510,809	12,568,801

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	4,338,436	4,404,257	4,475,208	4,625,993	4,541,975	4,838,889	4,864,047
Capital appropriation.....	370,312	266,966	190,525	222,705	114,171	88,543	63,265
Royalties for Regions Fund:							
Regional Community Services Fund.....	43,937	43,111	40,053	27,034	31,551	23,276	22,440
Regional Infrastructure and Headworks Fund.....	40,280	93,002	54,842	210,361	190,036	87,370	55,854
Receipts paid into Consolidated Account.....	(16,884)	-	-	-	-	-	-
Other.....	256,414	121,820	181,013	48,600	1,135	-	-
Administered appropriations.....	21,819	-	-	-	-	-	-
Net cash provided by State Government.....	5,054,314	4,929,156	4,941,641	5,134,693	4,878,868	5,038,078	5,005,606
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(4,479,980)	(4,760,359)	(4,800,093)	(4,887,577)	(4,936,851)	(5,202,706)	(5,354,299)
Grants and subsidies.....	(46,954)	(62,087)	(48,119)	(49,330)	(50,563)	(51,827)	(53,122)
Supplies and services.....	(899,451)	(808,381)	(843,382)	(828,258)	(834,437)	(850,424)	(861,221)
Accommodation.....	(107,367)	(100,509)	(108,215)	(112,109)	(117,884)	(130,359)	(131,935)
Payments for direct patient support costs.....	(802,392)	(882,001)	(814,064)	(940,388)	(944,643)	(1,026,934)	(1,043,227)
Payments for indirect patient support costs.....	(167,677)	(204,438)	(162,211)	(203,954)	(206,102)	(226,276)	(229,963)
Payments for private sector contracts.....	(525,652)	(637,565)	(636,253)	(671,689)	(672,037)	(695,785)	(711,098)
Payments for visiting medical practitioners.....	(133,194)	(160,463)	(139,851)	(148,757)	(150,155)	(162,308)	(163,296)
Other payments.....	(776,049)	(498,848)	(631,875)	(547,699)	(550,431)	(581,483)	(602,559)
Receipts ^(b)							
Grants and subsidies.....	489,388	389,871	460,082	377,511	365,649	340,279	321,374
National Health Reform Agreement.....	1,577,045	1,747,219	1,647,386	1,783,168	1,931,558	2,092,619	2,266,761
Sale of goods and services.....	270,367	297,979	295,418	311,686	315,934	329,185	344,382
GST receipts.....	357,809	282,117	282,117	282,117	282,117	282,117	282,117
Service Delivery Agreement.....	580,491	612,040	627,254	645,357	662,141	684,702	708,312
Other Receipts.....	323,679	302,547	302,547	309,832	316,678	323,126	331,219
Net cash from operating activities.....	(4,339,937)	(4,482,878)	(4,569,259)	(4,680,090)	(4,589,026)	(4,876,074)	(4,896,555)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(587,991)	(474,875)	(560,469)	(526,289)	(314,615)	(116,335)	(58,549)
Proceeds from sale of non-current assets.....	17,500	-	-	-	-	-	-
Net cash from investing activities.....	(570,491)	(474,875)	(560,469)	(526,289)	(314,615)	(116,335)	(58,549)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(5,687)	(5,970)	(12,531)	(6,221)	(6,507)	(6,805)	(1,205)
Payments for Finance Leases.....	(46,400)	(73,381)	(62,943)	(71,410)	(64,243)	(54,771)	(49,854)
Proceeds from borrowings.....	-	-	6,561	-	-	-	-
Net cash from financing activities.....	(52,087)	(79,351)	(68,913)	(77,631)	(70,750)	(61,576)	(51,059)
NET INCREASE/(DECREASE) IN CASH HELD.....	91,799	(107,948)	(257,000)	(149,317)	(95,523)	(15,907)	(557)
Cash assets at the beginning of the reporting period.....	911,476	741,508	1,003,275	745,883	596,566	501,043	485,136
Net cash transferred to/from other agencies.....	-	-	(392)	-	-	-	-
Cash assets at the end of the reporting period.....	1,003,275	633,560	745,883	596,566	501,043	485,136	484,579

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Grants	449,858	314,829	359,614	311,478	313,753	287,322	270,131
GST Receipts							
GST Input Credits	65,472	72,930	73,558	80,587	82,910	84,997	86,852
GST Receipts on Sales	1,414	1,658	1,986	2,050	2,114	2,178	2,242
Service Delivery Agreement							
Proceeds from Services Provided by Mental Health Services	148	-	-	-	-	-	-
Other Receipts							
Proceeds from Services Provided by Environmental Health Services	2,180	2,575	2,137	2,233	2,353	2,482	2,618
Proceeds from Services Provided by Miscellaneous Services	9,368	7,257	4,209	4,251	4,290	4,331	4,376
Proceeds from Services Provided by Reproductive Technology Services	11	-	-	-	14	-	-
TOTAL	528,451	399,249	441,504	400,599	405,434	381,310	366,219

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

RECONCILIATION RELATING TO MAJOR FUNCTIONAL TRANSFERS AND ACCOUNTING POLICY CHANGES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement	8,046,176	8,149,524	8,173,419	8,568,073	8,590,928	9,072,758	9,276,959
Transfer of the Office of Chief Psychiatrist....	(1,465)	(1,606)	(723)	-	-	-	-
Adjusted Total Cost of Services	8,044,711	8,147,918	8,172,696	8,568,073	8,590,928	9,072,758	9,276,959
APPROPRIATIONS							
Service Appropriations as per Income Statement	4,704,853	4,823,053	4,853,368	5,056,078	4,934,219	5,247,965	5,254,706
Transfer of the Office of Chief Psychiatrist....	(1,314)	(1,487)	(721)	-	-	-	-
Adjusted Total Appropriations Provided to Deliver Services	4,703,539	4,821,566	4,852,647	5,056,078	4,934,219	5,247,965	5,254,706

Agency Special Purpose Account Details

STATE POOL FUND SPECIAL PURPOSE ACCOUNT

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
OPENING BALANCE				
Receipts				
State Contribution (WA Health)	1,725,211	2,159,450	2,152,071	2,225,409
State Contribution (Mental Health Commission)	160,452	167,880	156,954	159,145
Commonwealth Contribution	1,750,357	1,928,247	1,813,006	1,955,538
	3,636,020	4,255,577	4,122,031	4,340,092
Payments				
Payment to Providers.....	3,348,291	3,940,057	3,859,478	4,060,465
Payments to State Managed Fund (WA Health)	215,705	243,857	188,973	204,657
Payments to State Managed Fund (Mental Health Commission)	72,024	71,663	73,580	74,970
CLOSING BALANCE	-	-	-	-

STATE MANAGED FUND SPECIAL PURPOSE ACCOUNT

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
OPENING BALANCE				
Receipts				
State Contribution (WA Health) ^(a)	261,250	312,152	310,713	317,741
State Contribution (Mental Health Commission)	167,341	175,101	179,053	181,537
Commonwealth Contribution (via State Pool Account)	215,705	243,857	188,973	204,657
Commonwealth Contribution (State Managed Fund via Mental Health Commission) ^(b)	70,387	70,622	72,539	73,928
	714,683	801,732	751,278	777,863
Payments				
Payment to Providers.....	714,683	801,732	751,278	777,863
CLOSING BALANCE	-	-	-	-

(a) The 2015-16 Budget for State Contribution (WA Health) has been recast to align to the Independent Hospital Pricing Authority Pricing Framework to take into account the criteria for activity based funding and block funding in accordance with the framework and to factor public hospital services that are in-scope.

(b) The 2015-16 Budget for Commonwealth Contribution into the WA Health State Managed Fund has been recast to exclude block funding for specific programs into the Mental Health Commission State Managed Fund Special Purpose Account.

Western Australian Health Promotion Foundation

Part 6 Minister for Health; Culture and the Arts

Asset Investment Program

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

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Computer and Software - 2015-16 Program	70	70	70	-	-	-	-
NEW WORKS							
Computer and Software							
2016-17 Program	70	-	-	70	-	-	-
2017-18 Program	70	-	-	-	70	-	-
2018-19 Program	70	-	-	-	-	70	-
2019-20 Program	70	-	-	-	-	-	70
Total Cost of Asset Investment Program.....	350	70	70	70	70	70	70
FUNDED BY							
Internal Funds and Balances.....			70	70	70	70	70
Total Funding.....			70	70	70	70	70

Animal Resources Authority

Part 6

Minister for Health; Culture and the Arts

Asset Investment Program

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

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2015-16 Program.....	200	200	200	-	-	-	-
Chiller Unit	951	951	951	-	-	-	-
NEW WORKS							
Asset Replacement							
2016-17 Program	200	-	-	200	-	-	-
2017-18 Program	200	-	-	-	200	-	-
2018-19 Program	200	-	-	-	-	200	-
2019-20 Program	200	-	-	-	-	-	200
Total Cost of Asset Investment Program.....	1,951	1,151	1,151	200	200	200	200
FUNDED BY							
Borrowings.....			951	-	-	-	-
Internal Funds and Balances.....			200	200	200	200	200
Total Funding.....			1,151	200	200	200	200

Division 31 Culture and the Arts

Part 6 Minister for Health; Culture and the Arts

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 36 Net amount appropriated to deliver services	36,027	38,988	37,895	36,020	36,954	33,214	33,279
Item 37 Art Gallery of Western Australia	8,604	8,838	9,645	9,284	9,229	9,283	9,293
Item 38 Library Board of Western Australia	31,633	28,959	29,121	29,222	30,130	30,609	31,073
Item 39 Perth Theatre Trust	13,302	11,557	11,802	9,009	9,401	9,295	9,202
Item 40 Western Australian Museum	23,449	22,302	24,955	22,531	22,390	22,731	22,642
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990.....	15,456	16,192	16,192	16,965	17,774	18,627	19,086
- Salaries and Allowances Act 1975	989	1,019	1,019	779	791	803	815
Total appropriations provided to deliver services.....	129,460	127,855	130,629	123,810	126,669	124,562	125,390
CAPITAL							
Item 133 Capital Appropriation	14,300	33,560	28,508	93,596	81,620	140,000	63,500
Item 134 Art Gallery of Western Australia	230	230	230	218	218	218	218
Item 135 Library Board of Western Australia	-	-	-	75	75	75	75
TOTAL APPROPRIATIONS	143,990	161,645	159,367	217,699	208,582	264,855	189,183
EXPENSES							
Total Cost of Services.....	172,198	167,226	163,049	161,999	163,126	153,875	152,502
Net Cost of Services ^(a)	133,691	133,699	135,919	137,606	140,125	130,908	129,193
CASH ASSETS ^(b)	64,042	73,212	63,172	61,946	61,946	61,446	60,946

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding					
Art Gallery of Western Australia.....	-	87	-	-	-
Department of Culture and the Arts	-	300	-	-	-
Perth Theatre Trust	-	66	-	-	-
ScreenWest	-	38	-	-	-
State Library of Western Australia	-	186	-	-	-
Western Australian Museum.....	-	205	-	-	-
2016-17 Tariffs, Fees and Charges	102	206	112	112	112
Agency Expenditure Review Measures					
Asset Management	(31)	(349)	1,558	(1,734)	(1,734)
Corporate Restructure Efficiency	1,895	(3,378)	(3,676)	(3,676)	(3,676)
Funding for Arts Institutions.....	3,734	2,811	3,335	3,972	3,972
Major Events Funding	(1,000)	(1,000)	(1,000)	(736)	(1,000)
Marketing and Promotion	(46)	(416)	(416)	(416)	(416)

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Public Library Services.....	-	-	(216)	(432)	-
Regional Services.....	-	(595)	(595)	(595)	(595)
Depreciation.....	-	508	629	661	601
Revised 1.5% Public Sector Wages Policy.....	-	(30)	(503)	(1,026)	(1,622)
Revision to Indexation for Non-Salary Expenses.....	-	(355)	(878)	(1,363)	-
Revisions to Own Source Revenue Estimates.....	(5,981)	(7,518)	(8,378)	(9,217)	(9,105)
Royalties for Regions - Western Australian Regional Film Fund.....	-	6,000	4,000	3,000	3,000
Targeted Voluntary Separation Scheme.....	(868)	(889)	(912)	(934)	(957)

Significant Issues Impacting the Agency

- The Western Australian Museum (WAM) – The Perth site will close its doors to the public on 18 June 2016, while the New Museum, scheduled to open in 2020, is redeveloped in the Perth Cultural Centre. The WAM is in the final stages of decanting the permanent collections that have been on display at the Perth site, to the Welshpool Collections and Research Centre for appropriate care, preservation and safe storage. The WAM has five other public museum sites including two at Fremantle and one in Geraldton, Kalgoorlie and Albany. Additional activity will be initiated to maintain a presence in the metropolitan area and enhance activity in the Western Australian regions. Suitable collections will be loaned to other public museums and galleries where possible.
- The New Museum building will incorporate the four existing heritage buildings into an exciting new facility and will act as a gateway to Western Australia for national and international audiences, providing a contemporary and engaging museum experience. Following contract awards, the Perth site will be handed over to the successful Managing Contractor team for Stage One of construction to commence in early 2016-17. Conservation works on the exterior fabric of the heritage buildings are already complete and content development will continue to be progressed.
- A critical first step of the New Museum Project is complete with the commissioning of a purpose-built wet store, scientific laboratories and preparation spaces at the Welshpool Collections and Research Centre. This facility officially opened in April, and named The Harry Butler Research Centre, underpins the capacity of WAM to deliver a world class visitor experience at the Perth site.
- The new Western Australian Regional Film Fund (the Fund) will contribute \$16 million over four years from 2016-17 to the liveability and vibrancy of Western Australian regional communities. The Fund will provide strategic investment that encourages regional film industry activity and the building of local capacity, with the broad aim of investing in 10 to 20 high quality projects.
- The level of feature films in production in 2015-16 was strong, with six films in production during the year. ScreenWest anticipates that production levels will be maintained in 2016-17 despite the volatility in the Australian feature film and television market place; with continued changes in how consumers access content and how content is financed, not to mention the greater competition within Australia for market share of Australian and international drama productions. ScreenWest's Production Attraction Program assists the sustainability of the Western Australian screen industry by promoting the State as an international film brand and destination and in 2015-16, ScreenWest's investment of \$7.9 million leveraged productions with a total value of \$49.6 million.
- Royalties for Regions (RfR) funding of \$24 million will be invested over five years to 2018-19 in the sustainability of Aboriginal art centres, regional and remote performing arts touring, capital improvements to performing arts venues and support for local arts and cultural organisations in regional Western Australia.
- The State Records Office (SRO) has launched an Archives Collection Management System (the System), which provides a web portal that allows online access to the State's Archives Collection. The System, developed by the International Council on Archives and adapted by the SRO to the Australian series registration system, is a cost effective way of providing collection control and information to both the public and government. The SRO has also launched a trial digitisation service to meet a growing demand for the digitisation of State archives for reference and research by public and government agencies.
- The Art Gallery of Western Australia (AGWA) continues to build and develop major partnerships to support the delivery of services and programs. The AGWA will be collaborating with a range of Western Australian organisations, including the Perth International Arts Festival, the Fringe Festival, contemporary dance company Co3; and presenting for the first time, the Black Swan Prize for Portraiture. In regional Western Australia, the AGWA in

conjunction with Rio Tinto, is working in collaboration with Kimberly Aboriginal artists and communities to present the Desert River Sea - a nationally significant project.

- The State Library of Western Australia (SLWA) will work with the Western Australian Local Government Association and other bodies to develop a new, more contemporary library services model to deliver support to public libraries across the State.
- Since its launch in 2005, the SLWA's Better Beginnings Program has reached more than 250,000 families throughout Western Australia supporting parents in reading to children so that they build the early literacy skills they need to become good readers and succeed at school with \$1.9 million allocated in 2016-17 to continue the program.
- The Department has undertaken significant reform of funding provided to the sector. This includes the Organisations Investment Program, a new model for funding arts and culture organisations, and a new suite of flexible and responsive grants programs for individuals, groups and arts organisations. The reform process has resulted in a more cost effective, transparent and efficient grants delivery model.
- The Department is continuing to monitor sector issues; including undertaking a review of the Western Australian writing sector to determine current trends and needs. The Department has prepared a discussion paper on visual arts in Western Australia and will identify potential policy approaches to increase its sustainability. Furthermore, the Department is facilitating ongoing dialogue with representatives from the music sector and government regulatory authorities to identify options for removing barriers to live music development in Western Australia.

Resource Agreements

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services ^(a)
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	A sustainable arts and cultural sector that enhances social and economic wellbeing.	1. Arts Industry Support 2. Research, Policy Development, Information and Support
	Efficient and effective services to the Culture and Arts Portfolio and Government.	3. Corporate and Asset and Infrastructure Support to the Culture and Arts Portfolio and Government
	Government records and the State archives are appropriately managed and accessible.	4. State Information Management and Archival Services
	A sustainable screen industry that enhances cultural and economic wellbeing.	5. Screen Production Industry Development Support
	Western Australia's State Art Collection asset is developed, appropriately managed and preserved.	6. Cultural Heritage Management and Conservation
	Western Australia's State Art Collection and works of art on loan are accessible.	7. Cultural Heritage Access and Community Engagement and Education
	Western Australia's cultural and documentary collections are acquired, preserved and accessible.	8. Collection Services
	The Western Australian public library network is supported through access to library materials and services.	9. Public Library Services
	The Western Australian community benefits from engaging with the State Library's services.	10. Library, Literacy and Community Engagement
	Effectively managed performing arts venues attracting optimal utilisation.	11. Venue Management Services
	Sustainable care and development of the State's Museum collections for the benefit of present and future generations.	12. Collections Management, Research and Conservation Services 13. Collections Effectively Documented and Digitised
	Enhance cultural identity and understanding by promoting and ensuring the widest possible use of Museum content and collections.	14. Public Sites, Public Programs and Collections Accessed On-site 15. Online Access to Collections, Expertise and Programs 16. Museum Services to the Regions

(a) The Services relate to the Culture and the Arts Portfolio agencies as follows: Service 1 to 3 – Department of Culture and the Arts; Service 4 – State Records Office; Service 5 – ScreenWest; Service 6 and 7 – Art Gallery of Western Australia; Service 8 to 10 – State Library of Western Australia; Service 11 – Perth Theatre Trust; and Service 12 to 16 – Western Australian Museum.

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Arts Industry Support	18,208	22,056	18,863	20,146	20,248	17,948	16,917
2. Research, Policy Development, Information and Support	14,297	17,329	16,068	17,161	17,248	15,289	14,410
3. Corporate and Asset and Infrastructure Support to the Culture and Arts Portfolio and Government.....	16,051	14,401	16,643	15,337	17,776	15,650	16,862
4. State Information Management and Archival Services.....	2,388	2,119	2,356	3,049	2,905	2,915	2,922
5. Screen Production Industry Development Support.....	14,512	13,673	13,277	19,188	17,080	15,558	15,805
6. Cultural Heritage Management and Conservation.....	1,162	1,133	1,054	1,085	1,102	1,098	1,073
7. Cultural Heritage Access and Community Engagement and Education...	12,607	10,933	11,607	11,213	11,397	11,353	11,089
8. Collection Services.....	10,278	9,433	10,056	9,966	10,185	10,054	10,013
9. Public Library Services.....	16,302	14,131	14,287	14,158	14,469	14,285	14,224
10. Library, Literacy and Community Engagement.....	8,551	8,262	8,350	8,274	8,457	8,348	8,314
11. Venue Management Services.....	23,550	24,690	18,516	15,114	14,996	14,969	14,505
12. Collections Management, Research and Conservation Services.....	12,816	10,464	12,220	9,913	9,896	9,585	9,572
13. Collections Effectively Documented and Digitised.....	2,259	1,744	2,155	1,750	1,748	1,693	1,690
14. Public Sites, Public Programs and Collections Accessed On-site.....	12,732	10,754	11,321	9,919	9,902	9,592	9,577
15. Online Access to Collections, Expertise and Programs.....	536	581	572	647	646	626	625
16. Museum Services to the Regions	5,949	5,523	5,704	5,079	5,071	4,912	4,904
Total Cost of Services	172,198	167,226	163,049	161,999	163,126	153,875	152,502

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15	2015-16	2015-16	2016-17	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: A sustainable arts and cultural sector that enhances social and economic wellbeing:					
Number of Department funded works presented and/or developed (annually)	12,545	6,000	11,523	11,566	1
Number of paid attendances to funded organisations works	612,524	630,000	720,590	817,968	2
Ratio of Government funding to other income ^(b)	7.44:1	7.50:1	7.57:1	5.39:1	3
Public value of the contribution of arts and culture to the State's identity and community.....	73	73	73	73	
Outcome: Efficient and effective services to the Culture and Arts Portfolio and Government:					
Percentage of annual infrastructure maintenance budget expended on portfolio infrastructure maintenance requirements.....	81.8%	57.2%	79.8%	80%	4
Outcome: Government records and the State archives are appropriately managed and accessible:					
Level of compliance with State Records Commission Standards as implemented by government agencies (%).....	n/a	93%	90%	93%	
Percentage of archival resources to which the State Records Office provides an information service	23%	22%	22%	21%	

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: A sustainable screen industry that enhances cultural and economic wellbeing:					
Perceived value of the Western Australian screen industry to the Western Australian community	76%	75%	76%	77%	
The three-year rolling average gross value of film, television and digital media production supported by ScreenWest (\$ million)	44.95	43.73	41.52	42.81	
The value of production generated for each dollar of ScreenWest investment (\$ ratio).....	7.91:1	5.56:1	6.31:1	5.31:1	5
Outcome: Western Australia's State Art Collection asset is developed, appropriately managed and preserved:					
Percentage of collection stored to the required standard	99%	97%	97%	97%	
Outcome: Western Australia's State Art Collection and works of art on loan are accessible:					
Number of people accessing the collection:					
Total number of visitors	296,623	350,000	294,478	350,000	6
Total number of online visitors to website	180,730	150,000	174,047	175,000	6
Percentage of visitors satisfied with visit overall.....	93%	93%	93%	93%	
Outcome: Western Australia's cultural and documentary collections are acquired, preserved and accessible:					
Percentage increase in items added to the collection	55.7%	1%	-19.7%	16.0%	7
Proportion of heritage collections maintained within set standards.....	84%	80%	98%	98%	8
Percentage increase in the usage of the collections on-site and online ^(c)	9.5%	2%	-19%	7%	9
Outcome: The Western Australian public library network is supported through access to library materials and services:					
The extent to which Western Australians are provided with access to library materials.....					
	0.63	0.62	0.78	0.74	10
Outcome: The Western Australian community benefits from engaging with the State Library's services:					
Percentage of clients satisfied with the State Library's collections and services	94%	90%	91%	91%	
Percentage of Western Australians who actively engage with the State Library's services	96%	96%	94%	93%	
Outcome: Effectively managed performing arts venues attracting optimal utilisation:					
Attendance rate across principal performance spaces.....	528,391	250,000	425,496	455,054	11
Average subsidy per attendee for Perth Theatre Trust funded programs	\$9	\$12	\$3	\$3	12
Outcome: Sustainable care and development of the State's Museum collections for the benefit of present and future generations:					
Percentage of collection stored to the required standard	99%	99%	99%	99%	
Percentage of the collection accessible online.....	11%	15%	11%	12%	
Proportion of the State collection documented and digitised.....	21%	23%	22%	23%	
Outcome: Enhance cultural identity and understanding by promoting and ensuring the widest possible use of Museum content and collections:					
Number of people engaging with and accessing Museum content and collections:.....					
	1,854,866	1,839,775	1,955,387	1,490,384	13
Total number of visitors	951,484	739,775	1,005,387	549,884	13
Total number of online visitors to website	903,382	1,100,000	950,000	940,500	14
Percentage of visitors to Museum sites satisfied with services.....	96%	96%	94%	96%	

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

(b) The 2015-16 Budget Papers reported this indicator as a percentage of reserves that the Department expected the organisation to be working towards, rather than the ratio of government funding to other income.

(c) The calculation of this indicator has been amended to include the online usage of digitised images.

Explanation of Significant Movements

(Notes)

1. During 2015-16, the Department introduced a new Organisations Investment Program whereby the organisations are required to apply for funding using an Assessment Framework matrix with attached measurables. As such, the 2015-16 Budget was conservatively estimated.
2. The increases in the 2015-16 Estimated Actual and the 2016-17 Budget Target, compared to the 2015-16 Budget are due to the Arts organisations projecting a growth in audience numbers over time.
3. The ratio variance between the 2015-16 Budget and the 2016-17 Budget Target represents a reduction in the amount of other income leveraged for every dollar of Government funding due to organisations projecting a downturn in corporate sponsorship.
4. The increase between the 2015-16 Budget and the 2015-16 Estimated Actual is due to an improved focus on utilising the funds from the infrastructure maintenance budget allocation and works being completed more efficiently.
5. The ratio variance between the 2015-16 Budget and the 2015-16 Estimated Actual is due to a number of higher level productions achieving full finance during the year.
6. The number of visitors is lower in the 2015-16 Estimated Actual compared to the 2015-16 Budget due to a delay in the planned implementation of the improved online audience engagement strategy and traditional marketing. However, the number of website accesses for the same period is higher due to online ticketing for exhibition and special events, the Western Australian Indigenous Art Awards and Year 12 Perspectives online materials and voting for People's Choice Awards.
7. The variance between the 2015-16 Budget and 2015-16 Estimated Actual shows a percentage decrease in the number of items added to the collection due to a change in supplier, delaying the cataloguing of items and similarly the exclusion of pictorial images data until the entire collection is completely catalogued.
8. The increased percentage in the 2015-16 Estimated Actual and the 2016-17 Budget Target, compared to the 2015-16 Budget is due to air conditioning upgrades and building works leading to improved temperature and humidity controls.
9. The physical usage of heritage collections in the Library has increased however there has been a decrease from the previous year in the use of the online images.
10. The considerable increase in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to the access and use of electronic collections including e-books, e-audiobooks, e-magazines and downloading from databases.
11. The increase in attendance rate in the 2015-16 Estimated Actual and the 2016-17 Budget Target, compared to the 2015-16 Budget is attributable to the inclusion of the Perth Concert Hall numbers. It is noted that the reduction in attendances in the 2014-15 Actual compared to the 2015-16 Budget was due to the four month closure of His Majesty's Theatre.
12. The variance between the 2015-16 Budget and the 2015-16 Estimated Actual represents a change in programming policy, whereby the majority of shows presented from 2015-16 will carry less risk.
13. An increase in visitation numbers in the 2015-16 Estimated Actual compared to the 2015-16 Budget is attributed to the success of the Titanic and Accidental Encounters exhibitions. However, a reduction in visitation in 2016-17 will occur due to the Perth site closure.
14. The shortfall between the 2015-16 Budget and the 2015-16 Estimated Actual is due to changes in consumer behaviour regarding how information about the Museum is accessed. Visitors can now access events and contact details for the Museum through the Museum's social media outlets such as Facebook, whereas this information had previously only been available through its website. The reduction in visitors in 2016-17 is primarily due to the Perth site closure of which 10% of website traffic is currently attributed.

Services and Key Efficiency Indicators

1. Arts Industry Support

Supporting the delivery of arts and culture activities across Western Australia through funding programs and partnerships.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	18,208	22,056	18,863	20,146	
Less Income.....	271	190	276	154	1
Net Cost of Service.....	17,937	21,866	18,587	19,992	
Employees (Full Time Equivalents).....	20	21	17	21	
Efficiency Indicators					
Grants Operations Expense as a Percentage of Direct Grants Approved.....	13%	9.4%	7.6%	5.6%	2

Explanation of Significant Movements

(Notes)

1. The increase in income in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to one-off Commonwealth grant funding received for the Revealed Program.
2. The decrease in the Grants Operations Expense as a Percentage of Direct Grants Approved in the 2015-16 Estimated Actual and the 2016-17 Budget Target, compared to the 2015-16 Budget is due to increased RfR funding of \$24 million over five years to 2018-19 for the investment in various regional programs and initiatives.

2. Research, Policy Development, Information and Support

Contributing to the development of the State by delivering strong evidence-based Culture and the Arts policy, research and planning in order to achieve State Government outcomes.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	14,297	17,329	16,068	17,161	
Less Income.....	212	149	235	131	1
Net Cost of Service.....	14,085	17,180	15,833	17,030	
Employees (Full Time Equivalents).....	16	17	14	16	
Efficiency Indicators					
Research, Policy Development, Information and Support Expense as a Percentage of Direct Grants Approved	10.1%	7.4%	6.5%	4.7%	2

Explanation of Significant Movements

(Notes)

1. The increase in income in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to one-off Commonwealth grant funding received for the Revealed Program.
2. The decrease in the Research, Policy Development, Information and Support Expense as a Percentage of Direct Grants Approved in the 2015-16 Estimated Actual and the 2016-17 Budget Target, compared to the 2015-16 Budget is due to increased RfR funding of \$24 million over five years to 2018-19 for the investment in various regional programs and initiatives.

3. Corporate and Asset and Infrastructure Support to the Culture and Arts Portfolio and Government

Managing cultural infrastructure on behalf of the Government of Western Australia and the provision of centralised services to the Culture and Arts Portfolio and other agencies.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 16,051	\$'000 14,401	\$'000 16,643	\$'000 15,337	1
Less Income.....	440	475	427	442	
Net Cost of Service.....	15,611	13,926	16,216	14,895	
Employees (Full Time Equivalents) ^(a).....	111	116	109	86	2
Efficiency Indicators					
Average Cost of Service per Full Time Equivalent ^(b)	\$17,095	\$14,011	\$19,306	\$17,841	3

(a) Full Time Equivalents (FTEs) for staff working on the New Museum Project are included in this service. The cost of the New Museum Project is capitalised and not included in the Total Cost of Service.

(b) The Average Cost of Service per Full Time Equivalent incorporates the FTEs for the whole Culture and Arts Portfolio.

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service in the 2015-16 Estimated Actual compared to the 2015-16 Budget, followed by a decrease in the 2016-17 Budget Target is related to the implementation of the Agency Expenditure Review (AER) outcomes.
2. The reduction in FTEs in 2016-17 is related to the implementation of the AER outcomes.
3. The increase in the Average Cost of Service per Full Time Equivalent in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to a reduction in FTEs. The reduction in the 2016-17 Budget Target is a result of the AER outcomes.

4. State Information Management and Archival Services

State Information Management and Archival Services which consists of a regulatory/advisory component for all government organisations, as well as management of and access to the State Archives Collection.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 2,388	\$'000 2,119	\$'000 2,356	\$'000 3,049	1
Less Income.....	240	55	191	292	2
Net Cost of Service.....	2,148	2,064	2,165	2,757	
Employees (Full Time Equivalents).....	21	21	21	25	3
Efficiency Indicators					
Cost per Access Service ^(a)	\$8	\$7	\$7	\$10	4

(a) 50% of Cost per Access Service relate to Archival Services (not whole-of-office).

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service in the 2016-17 Budget Target compared to the 2015-16 Budget is related to the restructure and reallocation of resources following the implementation of the AER outcomes.
2. The increase in income in the 2016-17 Budget Target compared to the 2015-16 Estimated Actual is due to the introduction of new fees related to the digitisation of services.
3. The increase in FTEs in 2016-17 is related to the implementation of the AER outcomes.
4. The increase in the Cost per Access Service in the 2016-17 Budget Target compared to the 2015-16 Budget is related to the reallocation of resources following the AER outcomes.

5. Screen Production Industry Development Support

Delivery of strategic support and funding to advance the development of the screen production industry in Western Australia.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 14,512	\$'000 13,673	\$'000 13,277	\$'000 19,188	1
Less Income.....	10,642	9,839	9,467	9,352	
Net Cost of Service.....	3,870	3,834	3,810	9,836	
Employees (Full Time Equivalents).....	23	20	22	20	
Efficiency Indicators					
Grants Operations Expense as a Percentage of Direct Grants Approved.....	11.6%	13.7%	14.2%	9.2%	2

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service in the 2016-17 Budget Target compared to the 2015-16 Budget is due to additional RfR funding for the Western Australian Regional Film Fund.
2. The decrease in the Grants Operations Expense as a Percentage of Direct Grants Approved in the 2016-17 Budget Target compared to the 2015-16 Budget is related to additional RfR funding for the Western Australian Regional Film Fund.

6. Cultural Heritage Management and Conservation

Provides appropriate management, development and care of the State's Art Collection asset under the *Art Gallery Act 1959*.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,162	\$'000 1,133	\$'000 1,054	\$'000 1,085	
Less Income.....	287	361	283	283	
Net Cost of Service.....	875	772	771	802	
Employees (Full Time Equivalents).....	5	5	5	5	
Efficiency Indicators					
Average Cost of Managing the Collection per Art Gallery Object	\$66.97	\$64.87	\$60.19	\$61.65	

7. Cultural Heritage Access and Community Engagement and Education

Provides access and interpretation of the State Art Collection and works of art on loan through art gallery services that encourage community engagement with the visual arts in accordance with the *Art Gallery Act 1959*.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 12,607	\$'000 10,933	\$'000 11,607	\$'000 11,213	
Less Income.....	3,126	3,831	2,945	2,787	1
Net Cost of Service.....	9,481	7,102	8,662	8,426	
Employees (Full Time Equivalents).....	48	51	48	50	
Efficiency Indicators					
Average Cost of Art Gallery Services per Art Gallery Access.....	\$26.41	\$21.87	\$24.77	\$21.36	2

Explanation of Significant Movements

(Notes)

1. The reduction in income in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to revised estimates for bequest income and donated works of art.
2. The increase in the Average Cost of Art Gallery Services per Art Gallery Access in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to visitation being lower than projected as a result of delays in the planned implementation of improved online audience engagement strategy and traditional marketing.

8. Collection Services

Ensuring Western Australia's documentary collections are acquired, preserved and made accessible for future generations.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 10,278	\$'000 9,433	\$'000 10,056	\$'000 9,966	
Less Income.....	1,002	536	734	683	1
Net Cost of Service.....	9,276	8,897	9,322	9,283	
Employees (Full Time Equivalents) ^(a).....	77	89	76	81	
Efficiency Indicators					
Cost per New Item Added to the Collection.....	\$233.22	\$291.15	\$284.07	\$242.66	2

(a) FTEs percentage allocation has been revised between the three Library services.

Explanation of Significant Movements

(Notes)

1. The increase in income in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to a revised percentage allocation across the Library services.
2. The decrease in the Cost per New Item Added to the Collection in the 2016-17 Budget Target compared to the 2015-16 Budget is due to an expected increase in the number of items added to the collection.

9. Public Library Services

Supporting the Public library network through facilitating access to library material and services.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	16,302	14,131	14,287	14,158	
Less Income.....	703	802	556	517	1
Net Cost of Service.....	15,599	13,329	13,731	13,641	
Employees (Full Time Equivalents) ^(a)	43	36	43	45	
Efficiency Indicators					
Average Cost of Administering Services to Public Libraries ^(b)	\$70,267	\$60,909	\$61,582	\$61,026	

(a) FTEs percentage allocation has been revised between the three Library services.

(b) The Average Cost of Administering Services to Public Libraries includes the cost of depreciation for public library materials.

Explanation of Significant Movements

(Notes)

- The reduction in income in the 2015-16 Estimated Actual and the 2016-17 Budget Target, compared to the 2015-16 Budget is due to a revised percentage allocation across the Library services.

10. Library, Literacy and Community Engagement

Ensuring that the State Library acts as a community hub in delivering literacy and learning outcomes to the Western Australian community.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	8,551	8,262	8,350	8,274	
Less Income.....	1,003	469	502	467	
Net Cost of Service.....	7,548	7,793	7,848	7,807	
Employees (Full Time Equivalents) ^(a)	40	56	39	42	
Efficiency Indicators					
Cost per Engagement with State Library of Western Australia Services.....	\$3.43	\$3.33	\$3.42	\$3.39	

(a) FTEs percentage allocation has been revised between the three Library services.

11. Venue Management Services

Endeavour to improve attendances and venue activation and therefore financial returns for the Perth Theatre Trust (PTT), whilst ensuring that the buildings owned and leased by PTT are fit-for-purpose and managed appropriately.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(a)	\$'000 23,550	\$'000 24,690	\$'000 18,516	\$'000 15,114	1
Less Income.....	12,002	11,336	5,490	5,017	2
Net Cost of Service ^(a)	11,548	13,354	13,026	10,097	
Employees (Full Time Equivalents).....	86	120	93	84	3
Efficiency Indicators					
Average Cost per Attendee.....	\$44.57	\$98.76	\$43.52	\$33.21	4

(a) The outsourcing of the food and beverage function to a private operator has changed the treatment of recording this revenue and expenditure. This is now recognised on a net basis.

Explanation of Significant Movements

(Notes)

- The decrease in the Total Cost of Service in the 2015-16 Estimated Actual and the 2016-17 Budget Target compared to the 2015-16 Budget is attributable to the outsourcing of the food and beverage functions to a private operator.
- The decrease in income in the 2015-16 Estimated Actual and the 2016-17 Budget Target compared to the 2015-16 Budget is due to the outsourcing of the food and beverage functions to a private operator and the treatment of food and beverage revenue on a net basis.
- The decrease in FTEs in 2015-16 Estimated Actual and the 2016-17 Budget Target is due to a revised estimate of the PTT casual employees.
- The reduction in the Average Cost per Attendee in the 2015-16 Estimated Actual and the 2016-17 Budget Target is due to the change in treatment of the food and beverage functions.

12. Collections Management, Research and Conservation Services

Sustainable care and development of the State's collections for the benefit of present and future generations by ensuring that the collections are actively managed, researched and conserved.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 12,816	\$'000 10,464	\$'000 12,220	\$'000 9,913	1
Less Income.....	3,345	2,029	2,486	1,210	2
Net Cost of Service.....	9,471	8,435	9,734	8,703	
Employees (Full Time Equivalents).....	74	65	74	78	
Efficiency Indicators					
Average Cost per Object of Managing the Museum Collection.....	\$1.60	\$1.30	\$1.45	\$1.17	

Explanation of Significant Movements

(Notes)

- The increase in the Total Cost of Service in 2015-16 Estimated Actual is due to increased expenditure from one-off externally funded grant projects.
- The increase in income in 2015-16 Estimated Actual is due to one-off grants income received in 2015-16 for various projects. In 2016-17, own source revenue will decrease due a reduction in grant activity as Museum staff will be working on the New Museum Project content development.

13. Collections Effectively Documented and Digitised

Sustainable care and development of the State's collections for the benefit of present and future generations by ensuring that the collections are effectively documented and digitised.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 2,259	\$'000 1,744	\$'000 2,155	\$'000 1,750	1
Less Income.....	590	329	439	214	2
Net Cost of Service.....	1,669	1,415	1,716	1,536	
Employees (Full Time Equivalents).....	14	11	14	14	
Efficiency Indicators					
Average Cost Per Object of Documenting and Digitising the State Collection.....	\$1.33	\$0.94	\$1.17	\$0.91	

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to increased expenditure relating to externally funded grant projects.
2. The increase in income in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to additional one-off grant income received for various projects, with the reduction in the 2016-17 Budget Target resulting from the decrease in grant activity as Museum staff will be working on the New Museum content development.

14. Public Sites, Public Programs and Collections Accessed On-site

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to Museum content and collections through public sites, public and educational programs.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 12,732	\$'000 10,754	\$'000 11,321	\$'000 9,919	1
Less Income.....	3,521	2,468	2,369	1,994	2
Net Cost of Service.....	9,211	8,286	8,952	7,925	
Employees (Full Time Equivalents).....	67	68	68	69	
Efficiency Indicators					
Average Cost of Museum Services per Museum Access.....	\$18.63	\$21.91	\$20.29	\$40.37	3

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to additional expenditure for exhibition projects and public programs, whereas the decrease in the 2016-17 Budget Target is a result of the AER outcomes.
2. The reduction in income in the 2016-17 Budget Target compared to the 2015-16 Estimated Actual is due to the Perth site closure.
3. The variance in the Average Cost of Museum Services per Museum Access in the 2016-17 Budget Target compared to the 2015-16 Budget and the 2015-16 Estimated Actual has resulted from the proportion of allocated corporate costs increasing to the other public sites, increased visitations in 2015-16 due to the success of the Dinosaur Zoo and Da Vinci exhibitions and a projected reduction in visitation in 2016-17 due to the Perth site closure.

15. Online Access to Collections, Expertise and Programs.

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to Museum content and collections delivered through online access to the collections, expertise and programs.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 536	\$'000 581	\$'000 572	\$'000 647	
Less Income.....	-	-	-	-	
Net Cost of Service.....	536	581	572	647	
Employees (Full Time Equivalents).....	6	4	6	6	
Efficiency Indicators					
Average Cost of Museum Services per Museum Access.....	\$0.59	\$0.53	\$0.40	\$0.41	

16. Museum Services to the Regions

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to Museum content and collections through regional access to the collections, expertise and programs.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 5,949	\$'000 5,523	\$'000 5,704	\$'000 5,079	1
Less Income.....	1,123	658	730	850	2
Net Cost of Service.....	4,826	4,865	4,974	4,229	
Employees (Full Time Equivalents).....	30	35	30	31	
Efficiency Indicators					
Average Cost per Access.....	\$22.18	\$22.19	\$12.75	\$16.70	3

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to increased expenditure in exhibition projects and public programs, while the decrease in the 2016-17 Budget Target is a result of the AER outcomes.
2. The increase in income in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to additional revenue received for exhibition projects and public programs.
3. The decrease in the Average Cost per Access in the 2015-16 Estimated Actual compared to the 2015-16 Budget is due to increased access attributed to the Anzac Centre, Adventure Encounters and other exhibitions held at regional sites.

Asset Investment Program

To support the delivery of the Culture and the Arts Portfolio's services, a total of \$107.9 million is budgeted to be spent on asset investment in 2016-17, including the following:

- \$95 million to continue the delivery of the New Museum Project in 2016-17 at an estimated total cost of \$428.3 million;
- \$10.2 million for library materials for the Public and State Reference Library;
- \$2.2 million for the improvement of Culture and Arts service delivery through the Fit-for-Purpose Infrastructure Program;
- \$275,000 for asset replacement for information technology system delivery; and
- \$218,000 for ongoing funding for the Art Gallery Art Acquisition Fund.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Department							
Global Provision							
Improvement of Culture and Arts Service Delivery							
Infrastructure - Fit-for-Purpose	5,864	2,043	2,043	2,201	1,620	-	-
New State Museum.....	428,300	41,500	26,105	95,000	80,000	140,000	63,500
COMPLETED WORKS							
Art Gallery - Art Acquisition							
2011-12 Program	230	230	115	-	-	-	-
2012-13 Program	230	230	230	-	-	-	-
2013-14 Program	230	230	230	-	-	-	-
2014-15 Program	230	230	230	-	-	-	-
2015-16 Program	230	230	230	-	-	-	-
Department - Global Provision							
2015-16 Program	300	300	300	-	-	-	-
The Decommissioning of the Office of Shared Services - Upgrades	260	260	260	-	-	-	-
Library							
Public Library Materials - 2015-16 Program.....	9,710	9,710	9,710	-	-	-	-
State Reference Library Materials							
2012-13 Program.....	1,098	1,098	808	-	-	-	-
2014-15 Program.....	1,068	1,068	399	-	-	-	-
2015-16 Program.....	1,091	1,091	1,091	-	-	-	-
Museum - Kalgoorlie-Boulder Museum Storage.....	200	200	200	-	-	-	-
NEW WORKS							
Art Gallery - Art Acquisition							
2016-17 Program	218	-	-	218	-	-	-
2017-18 Program	218	-	-	-	218	-	-
2018-19 Program	218	-	-	-	-	218	-
2019-20 Program	218	-	-	-	-	-	218
Library							
Information and Communications Technology Program							
2016-17 Program.....	275	-	-	275	-	-	-
2017-18 Program.....	275	-	-	-	275	-	-
2018-19 Program.....	275	-	-	-	-	275	-
2019-20 Program.....	275	-	-	-	-	-	275
Public Library Materials							
2016-17 Program.....	9,214	-	-	9,214	-	-	-
2017-18 Program.....	9,207	-	-	-	9,207	-	-
2018-19 Program.....	8,996	-	-	-	-	8,996	-
2019-20 Program.....	8,996	-	-	-	-	-	8,996
State Reference Library Materials							
2016-17 Program.....	1,035	-	-	1,035	-	-	-
2017-18 Program.....	1,031	-	-	-	1,031	-	-
2018-19 Program.....	1,224	-	-	-	-	1,224	-
2019-20 Program.....	1,225	-	-	-	-	-	1,225
Total Cost of Asset Investment Program.....	491,941	58,420	41,951	107,943	92,351	150,713	74,214
FUNDED BY							
Capital Appropriation			28,738	93,889	81,913	140,293	63,793
Drawdowns from the Holding Account.....			11,001	10,449	10,438	10,420	10,421
Internal Funds and Balances.....			2,212	3,605	-	-	-
Total Funding.....			41,951	107,943	92,351	150,713	74,214

Financial Statements

Income Statement

Expenses

The Total Cost of Services decreases from the 2015-16 Budget and across the forward estimates period primarily due to the movements in the RfR grant funding of \$24 million over five years to 2018-19 and the implementation of AER outcomes.

Income

The variance in income between the 2015-16 Budget and the 2016-17 Budget Estimate is mainly due to the decrease in the sale of goods and services resulting from the closure of the Western Australian Museum – the Perth site and a reduced exhibition program.

Statement of Financial Position

The increases in the non-current asset base from the 2014-15 Actual and across the forward estimates period reflects the approved funding for the construction of the New Museum.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'0 00	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	68,145	67,310	65,903	60,146	59,259	59,115	60,053
Grants and subsidies ^(c)	39,427	45,421	42,230	50,737	48,602	43,163	41,599
Supplies and services	19,514	15,047	16,723	14,186	13,928	12,508	11,191
Accommodation	16,846	14,217	13,485	13,105	16,229	13,125	13,303
Depreciation and amortisation	18,771	17,412	17,412	16,825	18,394	19,158	19,530
Other expenses.....	9,495	7,819	7,296	7,000	6,714	6,806	6,826
TOTAL COST OF SERVICES	172,198	167,226	163,049	161,999	163,126	153,875	152,502
Income							
Sale of goods and services.....	16,468	14,866	10,473	8,859	8,721	8,843	8,936
Grants and subsidies.....	12,140	10,860	10,764	9,934	8,755	8,590	8,820
Other revenue.....	9,899	7,801	5,893	5,600	5,525	5,534	5,553
Total Income.....	38,507	33,527	27,130	24,393	23,001	22,967	23,309
NET COST OF SERVICES	133,691	133,699	135,919	137,606	140,125	130,908	129,193
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	129,460	127,855	130,629	123,810	126,669	124,562	125,390
Resources received free of charge	797	683	768	768	768	768	768
Royalties for Regions Fund: Regional Community Services Fund	5,728	8,519	7,256	15,207	12,688	5,578	3,040
TOTAL INCOME FROM STATE GOVERNMENT	135,985	137,057	138,653	139,785	140,125	130,908	129,198
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	2,294	3,358	2,734	2,179	-	-	5

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

(b) The FTEs for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 681, 679 and 673 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Arts Organisations, Projects and Programs	23,546	26,564	25,475	26,241	26,856	28,232	27,777
Film Projects and Screen Organisations.....	11,640	11,245	10,873	10,258	9,762	9,206	10,154
Other	1,383	472	728	658	654	650	668
Royalties for Regions							
Creative Regions Program	2,500	6,840	4,765	7,330	7,330	2,075	-
Performing Arts Regional Tours Boost.....	358	300	389	250	-	-	-
Western Australian Regional Film Fund.....	-	-	-	6,000	4,000	3,000	3,000
TOTAL	39,427	45,421	42,230	50,737	48,602	43,163	41,599

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	28,019	38,858	30,172	29,226	29,495	29,253	28,998
Restricted cash	30,633	28,964	27,610	27,110	26,610	26,110	25,610
Holding account receivables	11,001	11,240	10,449	10,438	10,420	10,421	10,421
Receivables	3,975	3,365	3,975	3,975	3,975	3,975	3,975
Other	3,825	4,240	3,825	3,825	3,825	3,825	3,825
Total current assets	77,453	86,667	76,031	74,574	74,325	73,584	72,829
NON-CURRENT ASSETS							
Holding account receivables	85,196	90,699	92,159	98,546	106,520	115,257	124,366
Property, plant and equipment	467,601	508,415	496,885	594,114	676,052	816,559	882,405
Intangibles	397	1,158	368	266	124	-	-
Restricted cash	-	-	-	220	451	693	948
Other ^(b)	697,319	713,462	707,375	715,658	722,315	728,134	733,542
Total non-current assets	1,250,513	1,313,734	1,296,787	1,408,804	1,505,462	1,660,643	1,741,261
TOTAL ASSETS	1,327,966	1,400,401	1,372,818	1,483,378	1,579,787	1,734,227	1,814,090
CURRENT LIABILITIES							
Employee provisions	6,795	7,772	6,757	6,719	6,719	6,719	6,719
Payables	22,577	32,483	22,948	22,921	22,914	22,407	21,432
Other	6,378	5,906	4,615	4,842	4,849	4,856	5,326
Total current liabilities	35,750	46,161	34,320	34,482	34,482	33,982	33,477
NON-CURRENT LIABILITIES							
Employee provisions	4,215	3,134	4,253	4,291	4,291	4,291	4,291
Other	1,975	1,435	1,975	1,975	1,975	1,975	1,975
Total non-current liabilities	6,190	4,569	6,228	6,266	6,266	6,266	6,266
TOTAL LIABILITIES	41,940	50,730	40,548	40,748	40,748	40,248	39,743
EQUITY							
Contributed equity	331,989	365,779	360,727	454,616	536,529	676,822	740,615
Accumulated surplus/(deficit) ^(c)	327,620	330,333	329,879	331,583	331,108	330,633	330,163
Reserves ^(c)	626,417	653,559	641,664	656,431	671,402	686,524	703,569
Total equity	1,286,026	1,349,671	1,332,270	1,442,630	1,539,039	1,693,979	1,774,347
TOTAL LIABILITIES AND EQUITY	1,327,966	1,400,401	1,372,818	1,483,378	1,579,787	1,734,227	1,814,090

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

(b) Includes collections held by the Art Gallery of Western Australia and Western Australian Museum.

(c) Accumulated surplus/(deficit) does not agree to the aggregate of surplus/(deficiency) for the period and surplus/(deficiency) as at the end of the previous reporting period due to bequests and donated works of art income being transferred to reserves in the Statement of Financial Position (\$475,000) in the years from 2015-16 to 2019-20. The figure was \$322,000 for the 2014-15 Actual.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	110,421	110,443	113,217	106,985	108,275	105,404	105,860
Capital appropriation.....	14,530	33,790	28,738	93,889	81,913	140,293	63,793
Holding account drawdowns.....	10,770	11,001	11,001	10,449	10,438	10,420	10,421
Royalties for Regions Fund:							
Regional Community Services Fund.....	5,728	8,519	7,256	15,207	12,688	5,578	3,040
Net cash provided by State Government.....	141,449	163,753	160,212	226,530	213,314	261,695	183,114
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(68,259)	(68,975)	(67,568)	(60,467)	(59,259)	(59,115)	(59,583)
Grants and subsidies.....	(45,109)	(45,421)	(42,257)	(50,737)	(48,602)	(43,163)	(41,599)
Supplies and services.....	(18,859)	(12,256)	(12,018)	(9,469)	(10,675)	(9,749)	(8,958)
Accommodation.....	(17,237)	(15,717)	(14,887)	(14,423)	(16,053)	(12,956)	(13,096)
Other payments.....	(20,344)	(18,577)	(20,872)	(26,570)	(25,643)	(30,514)	(23,040)
Receipts ^(b)							
Grants and subsidies.....	12,240	10,860	10,764	9,934	8,755	8,590	8,820
Sale of goods and services.....	16,477	14,866	10,473	8,850	8,721	8,843	8,936
GST receipts.....	10,694	12,226	12,944	19,147	17,946	22,726	15,245
Other receipts.....	5,724	5,998	4,290	3,922	3,847	3,856	3,875
Net cash from operating activities.....	(124,673)	(116,996)	(119,131)	(119,813)	(120,963)	(111,482)	(109,400)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(26,618)	(44,791)	(41,951)	(107,943)	(92,351)	(150,713)	(74,214)
Net cash from investing activities.....	(26,618)	(44,791)	(41,951)	(107,943)	(92,351)	(150,713)	(74,214)
NET INCREASE/(DECREASE) IN CASH HELD							
.....	(9,842)	1,966	(870)	(1,226)	-	(500)	(500)
Cash assets at the beginning of the reporting period.....	73,884	71,246	64,042	63,172	61,946	61,946	61,446
Cash assets at the end of the reporting period.....	64,042	73,212	63,172	61,946	61,946	61,446	60,946

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
GST Receipts							
GST Input Credits ^(b)	7,808	9,299	10,567	17,057	15,984	20,767	13,251
GST Receipts on Sales.....	2,886	2,927	2,377	2,090	1,962	1,959	1,994
Other Receipts							
Rental Income from King Street Arts Centre.....	232	230	232	235	237	239	241
TOTAL.....	10,926	12,456	13,176	19,382	18,183	22,965	15,486

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

(b) The significant increase in GST Input Credits is related to the construction of the New Museum.

Part 7

Treasurer; Minister for Energy; Citizenship and Multicultural Interests

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	Treasury			
	– Delivery of Services.....	62,371	62,172	54,383
	– Administered Grants, Subsidies and other Transfer Payments....	3,945,118	3,957,115	3,877,903
	– Administered Capital Appropriation.....	884,717	1,103,621	1,055,412
	Total.....	4,892,206	5,122,908	4,987,698
	Economic Regulation Authority			
	– Delivery of Services.....	2,438	2,438	2,704
	Total.....	2,438	2,438	2,704
	Office of the Auditor General			
	– Delivery of Services.....	7,044	7,044	7,181
	– Capital Appropriation.....	300	300	250
	Total.....	7,344	7,344	7,431
	GRAND TOTAL			
	– Delivery of Services.....	71,853	71,654	64,268
	– Administered Grants, Subsidies and other Transfer Payments....	3,945,118	3,957,115	3,877,903
	– Capital Appropriation.....	300	300	250
	– Administered Capital Appropriation.....	884,717	1,103,621	1,055,412
	Total.....	4,901,988	5,132,690	4,997,833

Division 32 Treasury

Part 7 Treasurer; Minister for Energy; Citizenship and Multicultural Interests

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 41 Net amount appropriated to deliver services	48,135	61,013	60,814	53,025	40,484	39,941	40,093
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,358	1,358	1,358	1,358	1,358	1,358	1,358
Total appropriations provided to deliver services	49,493	62,371	62,172	54,383	41,842	41,299	41,451
ADMINISTERED TRANSACTIONS							
<i>Operating Subsidy Payments</i>							
Item 42 Bunbury Water Corporation	479	518	811	672	689	707	724
Item 43 Busselton Water Corporation	484	531	574	646	660	676	677
Item 44 Electricity Generation and Retail Corporation (Synergy)	511,589	408,791	405,944	386,467	285,880	193,801	136,831
Item 45 Forest Products Commission	-	-	-	1,451	-	-	-
Item 46 Mid West Ports Authority	-	202	358	5,445	4,994	-	-
Item 47 Public Transport Authority	736,695	787,128	776,829	806,180	820,473	857,827	927,632
Item 48 Regional Power Corporation (Horizon Power)	38,400	36,923	35,067	44,128	29,312	22,593	17,489
Item 49 Southern Ports Authority ^(a)	826	705	705	590	450	310	140
Item 50 Water Corporation of Western Australia	573,232	565,960	562,398	486,076	500,090	502,477	514,387
Item 51 Western Australian Land Authority	33,874	35,444	33,467	36,279	33,990	35,429	25,423
<i>Grants, Subsidies and Transfer Payments</i>							
Item 52 Department of Corrective Services ^(b)	10,595	31,676	1,900	28,485	36,138	34,920	34,976
Item 53 Department of the Attorney General ^(c)	-	19,450	15,297	4,793	2,897	2,993	3,120
Item 54 Goods and Services Tax (GST) Administration Costs	74,868	77,100	73,700	74,700	73,000	72,300	56,700
Item 55 Health and Disability Services Complaints Office	2,564	2,637	2,637	2,701	2,747	2,795	2,834
Item 56 Metropolitan Redevelopment Authority	2,459	16,752	10,692	26,105	26,796	10,406	-
Item 57 National Disability Insurance Scheme – Trial Sites ^(d)	4,811	48,243	54,741	64,160	-	-	-
Item 58 Provision for Unfunded Liabilities in the Government Insurance Fund	2,616	2,972	2,790	2,913	2,802	2,880	2,666
Item 59 Refund of Past Years Revenue Collections – Public Corporations	86,152	22,200	97,200	10,000	10,000	10,000	10,000
Item 60 Resolution of Native Title in the South West of Western Australia (Settlement) ^(e)	-	60,000	-	60,000	78,710	82,861	76,996
Item 61 Rottneest Island Authority	7,094	11,355	11,355	8,652	8,653	5,253	5,254
Item 62 Royalties for Regions ^(f)	796,417	600,177	600,177	449,883	483,272	597,452	622,530
Item 63 State Property – Emergency Services Levy	15,629	16,000	16,000	16,000	16,000	16,000	16,400

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Item 64 All Other Grants, Subsidies and Transfer Payments^(g)	11,636	8,125	7,270	6,312	17,759	7,766	7,793
<i>Comprising:</i>							
Acts of Grace.....	-	5	5	5	5	5	5
ANZAC Day Trust.....	300	300	300	300	300	300	300
First Home Owners Boost Recoveries.....	137	600	120	120	120	120	120
Incidentals.....	46	370	764	375	380	385	390
Interest on Public Moneys Held in Participating Trust Fund Accounts.....	4,661	4,420	5,175	4,585	4,535	6,010	6,010
Shire of Broome.....	-	1,600	-	-	-	-	-
Superannuation Reforms – Payments to Government Employees Superannuation Board ^(h)	5,682	-	-	-	-	-	-
Town of Cambridge.....	-	-	-	-	11,500	-	-
Western Australian Treasury Corporation Management Fees.....	810	830	906	927	919	946	968
Provision for Agency Expenditure Review Tranche Three ⁽ⁱ⁾	-	-	-	-	(70,636)	(70,688)	(72,664)
WA Health ^(j)	21,819	-	-	-	-	-	-
<i>Authorised by Other Statutes</i>							
Gold Corporation Act 1987.....	1	2	-	-	-	-	-
Judges' Salaries and Pensions Act 1950.....	13,813	16,044	14,740	15,680	16,982	17,981	19,201
<i>Comprising:</i>							
Benefit Payments.....	13,576	15,799	14,495	15,444	16,754	17,745	18,957
Administration Expenses ^(k)	237	245	245	236	228	236	244
Parliamentary Superannuation Act 1970.....	9,257	9,107	8,618	13,570	10,199	10,457	10,723
<i>Comprising:</i>							
Benefit Payments.....	8,969	8,819	8,330	13,293	9,931	10,180	10,436
Administration Expenses ^(k)	289	288	288	277	268	277	287
State Superannuation Act 2000.....	671,372	651,164	657,963	645,778	622,391	612,693	610,914
<i>Comprising:</i>							
Pension Scheme.....	208,953	201,989	202,917	194,792	177,959	169,217	160,723
<i>Comprising:</i>							
Benefit Payments.....	206,965	199,729	200,657	192,712	176,100	167,422	158,997
Administration Expenses ^(k)	1,988	2,260	2,260	2,080	1,859	1,795	1,726
Gold State Super.....	402,701	389,648	395,519	391,664	385,328	384,606	391,571
<i>Comprising:</i>							
Benefit Payments.....	396,981	383,893	389,764	385,670	380,284	379,666	386,744
Administration Expenses ^(k)	5,433	5,365	5,365	5,595	4,643	4,528	4,403
Government Services ^(l)	287	390	390	399	401	412	424
West State Super.....	59,718	59,527	59,527	59,322	59,104	58,870	58,620
Tobacco Products Control Act 2006.....	22,118	22,492	22,492	23,037	23,614	24,204	24,809
Unclaimed Money Act 1990.....	876	1,200	1,200	1,200	1,200	1,200	1,200
Unclaimed Money (Superannuation and RSA Providers) Act 2003.....	-	220	190	-	-	-	-
Western Australian Treasury Corporation Act 1986 - Interest.....	441,866	492,000	542,000	656,000	782,000	935,000	1,069,000
TOTAL RECURRENT ADMINISTERED	4,091,542	3,945,118	3,957,115	3,877,903	3,821,062	3,990,293	4,125,755
CAPITAL							
<i>Government Equity Contributions</i>							
Item 136 Animal Resources Authority.....	-	-	-	500	200	-	-
Item 137 Department of Corrective Services ^(b)	-	-	-	10,383	-	-	-
Item 138 Department of Education ^(m)	-	3,942	3,942	31,700	108,600	66,385	14,400
Item 139 Electricity Networks Corporation (Western Power).....	92,936	81,461	201,701	96,384	103,241	102,922	104,622
Item 140 Metropolitan Redevelopment Authority.....	144,729	63,000	63,000	2,420	-	-	-
Item 141 Pilbara Ports Authority.....	32,390	42,202	38,739	25,497	26,147	26,597	12,976
Item 142 Regional Power Corporation (Horizon Power).....	1,885	8,465	9,862	1,118	32,918	1,118	1,118
Item 143 Royalties for Regions ⁽ⁿ⁾	365,232	317,429	317,429	353,545	409,688	385,063	377,470
Item 144 Southern Ports Authority.....	1,960	2,081	2,081	2,210	2,346	2,346	1,625
Item 145 WA Health ⁽ⁿ⁾	125,028	53,026	42,012	34,656	7,043	24,117	9,206
Kimberley Ports Authority.....	10,575	10,575	10,575	-	-	-	-
Mid West Ports Authority.....	-	4,500	70,944	-	-	-	-
Water Corporation of Western Australia.....	11,873	14,036	14,036	-	-	-	-
Western Australian Land Authority.....	9,120	-	-	-	-	40,000	-

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
<i>Other</i>							
Item 146 The New Perth Stadium Account ..	145,000	240,000	265,000	370,000	65,000	-	-
Item 147 Western Australian Future Fund ^(a)	-	-	-	38,400	40,300	42,400	44,600
Fiona Stanley Hospital Construction							
Account	10,000	-	-	-	-	-	-
Perth Children's Hospital Account.....	349,500	44,000	44,000	-	-	-	-
<i>Authorised by Other Statutes</i>							
Loans (Co-operative Companies)							
Act 2004.....	9,300	-	20,300	-	-	-	-
Western Australian Treasury Corporation							
Act 1986 – Repayment of Borrowings	-	-	-	88,599	-	-	-
TOTAL CAPITAL ADMINISTERED	1,309,528	884,717	1,103,621	1,055,412	795,483	690,948	566,017
GRAND TOTAL.....	5,450,563	4,892,206	5,122,908	4,987,698	4,658,387	4,722,540	4,733,223
EXPENSES							
Total Cost of Services.....	86,332	310,182	328,090	289,345	146,518	160,656	151,260
Net Cost of Services ^(p)	52,008	70,064	71,974	62,235	49,751	49,135	49,491
CASH ASSETS ^(q)	19,389	10,783	16,669	16,924	17,205	17,559	17,896

- (a) The Albany, Bunbury and Esperance Port Authorities were amalgamated to form the Southern Ports Authority on 1 October 2014. Comparative figures shown represent the combined figures for the individual former corporations.
- (b) Reflects funding to be applied to the Custodial Infrastructure Program to be undertaken by the Department of Corrective Services (DCS). The DCS is required to submit business cases and planning details for Government approval to access these funds.
- (c) Reflects funding to be applied for costs associated with the relocation of the Supreme Court (Civil) and the Department of the Attorney General (DotAG) offices to the David Malcolm Justice Centre (previously the Old Treasury Building Office Tower). The DotAG is required to seek Government approval to access these funds.
- (d) The Department will make payments to the National Disability Insurance Agency (NDIA) to meet the State's funding contribution for the NDIA-managed National Disability Insurance Scheme trials, which will be extended and expanded in 2016-17. The allocations may be adjusted following finalisation of a new agreement with the Commonwealth and to reflect any changes to the contribution components.
- (e) Reflects funding held as a provision until the finalisation of the Settlement, which is expected in early 2017. Funding will be then transferred to relevant parties to execute the agreement.
- (f) Appropriations to the Royalties for Regions Special Purpose Account are split between payments for recurrent and capital purposes (based on project information). Further detail on the Royalties for Regions program is available in Budget Paper No. 3: Economic and Fiscal Outlook.
- (g) All other items include all Administered Grants, Subsidies and Transfers not covered elsewhere by individual Acts.
- (h) Reflects funding for the Government Employees Superannuation Board (GESB) in relation to the implementation of superannuation administration outsourcing reforms.
- (i) Reflects savings in appropriations held as a provision in the 2016-17 Budget projections for Tranche Three of the Agency Expenditure Review process. In addition to these savings in appropriations (which total \$214 million over the 3 years to 2019-20), a further \$99 million in savings is projected to occur via an increase in cash held by agencies. All up, total net debt savings provisioned total \$313 million.
- (j) Reflects funding applied to the Perth Children's Hospital Transition Program undertaken by WA Health.
- (k) Superannuation scheme administration expense reflects the costs of administering an unfunded defined benefit superannuation/pension scheme by an appropriation from the Consolidated Account.
- (l) Reflects the costs for regulatory support of State superannuation schemes where GESB or Treasury incurs these costs on behalf of the general government sector.
- (m) Reflects funding to be applied to the Department's Asset Investment Program for the construction of new senior high schools in South Baldvis, Yanchep, and North Butler following the Government's approval of project definition plans, as well as the construction of additional accommodation facilities at Shenton College following the Government's approval of a business case, and the acquisition of land for North Butler Senior High School following the provision of a land valuation by the Valuer-General.
- (n) Reflects funding applied to major broader health initiatives as part of WA Health's Asset Investment Program. WA Health is required to submit business cases and planning details for government approval to access these funds.
- (o) Reflects funding under section 7 of the *Western Australian Future Fund Act 2012*, which specifies that an appropriation equal to 1% of forecast annual royalty revenue is to be paid into the Western Australian Future Fund Special Purpose Account.
- (p) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (q) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding.....	-	422	-	-	-
Activity Based Costing Model for Department of Corrective Services.....	-	470	160	160	160
Oracle Financial System Service Fee.....	56	57	58	60	61
Reduced Office Accommodation at David Malcolm Justice Centre	-	(267)	(275)	(284)	(294)
Revised 1.5% Public Sector Wages Policy	-	(16)	(311)	(600)	(901)
Sale of Perth Market Authority.....	2,064	-	-	-	-
Sale of Port Assets	6,798	-	-	-	-
Targeted Voluntary Separation Scheme.....	(151)	(155)	(159)	(163)	(167)

Significant Issues Impacting the Agency

- Domestic economic conditions remain soft and the State's revenue base continues to be under significant pressure. Treasury continues to advise Government and work with agencies in developing and implementing measures that respond to the challenging fiscal environment.

Economic Outlook

- The economic transition in Western Australia from a period of substantial investment in resources projects to the production and export phase is proving to be more prolonged and having a deeper impact than previously expected. The decline in business investment from its peak in 2012-13 to more normal levels is expected to result in a fourth consecutive year of contraction in the domestic economy (as measured by State Final Demand (SFD)) in 2016-17.
- Overall, the State's economy (as measured by Gross State Product (GSP)) is projected to grow by 1.25% in 2016-17. Over the forward estimates, GSP growth is forecast to gradually lift to 3% by 2019-20, but remain well below the decade average of 5.3%.
- The ongoing contraction in SFD is impacting on the labour market, particularly full-time employment. Wages growth is also expected to remain soft, with real wages projected to remain unchanged in 2016-17 and 2017-18. Soft growth in employment and wages is flowing through to payroll tax collections. Payroll tax revenue is expected to fall by 2% in 2015-16, and grow by just 0.2% in 2016-17 – well below the decade average growth of 11.4%.
- Population growth is expected to remain subdued, gradually lifting from 1.2% in 2015-16 to 1.9% by 2019-20 – well below the recent peak of 3.5% in 2012-13. The moderating population growth (due largely to falls in net overseas migration) has resulted in soft property market turnover, which in turn is impacting transfer duty revenue.
- Volatility in international commodity markets remains a significant issue in terms of revenue forecasting, and Treasury continues to devote significant attention to monitoring and analysing developments, particularly in the iron ore market.

State Finances

- The fiscal environment continues to be challenging. This is reflected in Moody's credit rating agency revising the State's credit rating down from Aa1 (negative outlook) to Aa2 (stable outlook) in February 2016.
- The State's revenue base has contracted sharply. Since the 2014-15 Budget, the general government revenue estimates have been written down by an unprecedented \$14.7 billion or 12% over the period 2014-15 to 2017-18. The decline in revenue is primarily due to sharp falls in commodity prices, coupled with Western Australia's GST share reaching a record low (of just 30% of the State's population share) in 2015-16.
- As a consequence of the revenue decline, general government operating deficits are forecast over the short to medium term (following a deficit of \$431 million in 2014-15). These deficits mean that additional borrowings are required to fund the State's asset investment program, with net debt projected to rise from \$27.9 billion at 30 June 2016 to \$40.2 billion by 30 June 2020.

Commonwealth-State Financial Relations

- Following the outcomes of the Council of Australian Governments' meeting on 1 April 2016, Treasury will work with the Commonwealth and other State Treasuries on the development of proposals to share personal income tax revenue with the States, to provide them with access to a broad revenue base that grows more in line with the economy. This initiative also aims to reduce the number of tied Commonwealth grants to the States.
- A high priority for Western Australia in developing these proposals is to continue to promote opportunities for reform of the GST distribution, to reduce the volatility of the State's overall revenues, and to improve the sustainability of the State's finances. This includes ensuring remaining Commonwealth tied grants better align with growth in the State's spending requirements in key service delivery areas, such as health, education and transport.
- In addition, Treasury is supporting work that is being progressed through the Council of Federal Financial Relations on a new competition and productivity enhancing reform agreement. The agreement will incorporate an updated set of Commonwealth-State competition reform principles, drawing on those recommended by the Harper Competition Policy Review, and will include shared national and State-specific competition and productivity reforms.
- Treasury has also led the State's engagement on the Commonwealth's Northern Australia Infrastructure Facility, which will offer up to \$5 billion in federally-funded concessional finance to the private sector to develop infrastructure in northern Australia.

Implementation of Savings Measures

- Salaries are the largest component of general government expenditure – accounting for around 40% of total spending. Accordingly, measures to control growth in salaries expenditure form key components of the Government's response to the unprecedented revenue shock, and Treasury continues to assist in implementing the measures. This has included several rounds of voluntary separations and a general government sector recruitment freeze from 21 December 2015 to 12 May 2016.
- On 26 February 2016, the Government announced its revised 1.5% public sector wages policy to apply to all industrial agreements expiring on or after 1 June 2016. The policy will ensure public sector pay rises are sustainable in the current fiscal environment, with this measure estimated to reduce salaries (and superannuation) expenditure by \$826 million over the forward estimates period. The Government has indicated that any arbitrated wage increases above 1.5% will need to be absorbed within agencies' approved salaries budgets.
- Treasury has overseen two rounds of Agency Expenditure Reviews (AER), which have achieved \$415 million in savings across fourteen agencies. The Government has directed that the AER process be extended to a further 54 agencies that have yet to undertake a review, with this third round expected to deliver additional savings of \$461 million. The AERs ensure that agencies deliver programs and activities that remain a priority for Government, and do so as efficiently and effectively as possible.

Asset Sales

- Treasury is responsible for managing and coordinating the Government's asset sales program, which was first announced in August 2014. The following key milestones were either delivered in 2015-16 or are planned for completion during 2016-17.
 - The sale of the Perth Market Authority to industry consortium Perth Markets Ltd was completed on 31 March 2016. The final report of the Perth Market Authority will be completed in early 2016-17 and tabled in Parliament.
 - The partial divestment of up to \$1.6 billion of the Keystart loan book continues to progress and has completed the Expression of Interest evaluation stage. Completion of the divestment is anticipated in the second half of 2016.
 - Utah Point Bulk Handling Facility - the Pilbara Port Assets (Disposal) Bill was introduced into Parliament on 25 November 2015. Treasury will continue to support the Bill as it is considered by, and progresses through, Parliament. Expressions of Interest for the proposed divestment are expected to be invited from interested parties following the Bill's passage.
 - Fremantle Port - detailed due diligence on several key commercial and policy issues associated with the long-term lease of the Fremantle Port has been completed. It is anticipated that the Fremantle Port Assets (Disposal) Bill will be introduced into Parliament during 2016, with the Bill to specify access and pricing principles that ensure continuity of port services and protection of port users.

Strategic Projects

- The Strategic Projects (SP) branch will continue to oversee the planning and delivery of the State's most significant non-residential building projects, working closely with the Department of Finance's Building Management and Works business, which will continue to provide project management and business systems support. SP will also continue to monitor and report to Government on the performance of major building and infrastructure projects across the public sector.
- The size of SP's capital works portfolio continues to contract as projects are progressively completed and handed over to relevant service delivery/asset owner agencies. At the commencement of 2016-17, the active capital works portfolio comprises 11 projects with a total estimated value of more than \$4 billion. Four of these projects are operational, six are (or will soon be) under construction, and one is in the planning phase.
- As a result of further delays to construction and commissioning, the \$1.2 billion Perth Children's Hospital will now transition to full operations during the first half of 2016-17, rather than by the end of 2015-16 as previously forecast. The \$38 million Sarich Neurosciences Research Institute will also commence operations in 2016-17, following completion in late 2016.
- Four primary schools delivered under the WA Schools public private partnership (PPP) will be completed in 2016-17, with the schools commencing operations at the start of the 2017 school year. Construction of two of the four secondary schools to be delivered under the PPP package will continue.
- Construction of the New WA Museum facilities on the Perth Cultural Centre site will commence during 2016-17, representing the major component of the \$433 million (including \$5 million planning funds) total project budget. Construction of the \$207 million Karratha Health campus will also commence, and construction of the Perth Stadium and Sports Precinct is expected to be approaching completion by the end of 2016-17. Following completion of office fit-out and full occupancy by State Government agency tenants, the Old Treasury Buildings redevelopment project will be formally handed over to the Department of Finance, the asset manager. Also during 2016-17, the Eastern Goldfields Regional Prison will be handed over to the Department of Corrective Services, and the Busselton Health Campus and new Queen Elizabeth II Medical Centre Central Plant will both be handed over to the Department of Health.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Financial and Economic Responsibility: Responsibly managing the State's finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector.	Sustainable and transparent public sector finances.	1. Financial Management and Reporting 2. Manage the Government's Asset Sales Program (excluding land sales)
	A strong and competitive State economy.	3. Economic and Revenue Forecasts and Policy Development
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Value for money outcomes in service delivery and infrastructure provision.	4. Evaluation and Planning of Government Service Delivery and Infrastructure Provision
State Building – Major Projects: Building strategic infrastructure that will create jobs and underpin Western Australia's long-term economic development.	Value for money from the management of the Government's non-residential buildings and public works.	5. Leads the Planning and Delivery of New Government Buildings

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Financial Management and Reporting	9,766	7,936	10,326	10,243	10,568	10,241	10,221
2. Manage the Government's Asset Sales Program (excluding land sales).....	4,617	21,358	23,434	12,452	-	-	-
3. Economic and Revenue Forecasts and Policy Development	7,616	7,828	6,928	7,078	7,131	7,044	7,035
4. Evaluation and Planning of Government Service Delivery and Infrastructure Provision	26,168	28,583	28,015	28,654	28,293	28,130	28,506
5. Leads the Planning and Delivery of New Government Buildings.....	38,165	244,477	259,387	230,918	100,526	115,241	105,498
Total Cost of Services	86,332	310,182	328,090	289,345	146,518	160,656	151,260

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15	2015-16	2015-16	2016-17	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Sustainable and transparent public sector finances:					
Status of the State's credit rating.....	AA+/Aa1	AA+/Aa1	AA+/Aa2	AA+/Aa2	1
Unqualified audit opinion on the Annual Report on State Finances	Yes	Yes	Yes	Yes	
Percentage of approved asset sales program completed within agreed timeframes ^(b)	n/a	100%	100%	100%	2
Outcome: A strong and competitive State economy:					
Accuracy of key general government revenue forecasts:					
Tax revenue ^(c)	-6.4%	+/-5.0%	-7.3%	+/-5.0%	3
Mining revenue ^(d)	-24.0%	+/-5.0%	8.1%	+/-5.0%	4
Accuracy of key economic forecasts (percentage point difference):					
Employment growth ^(e)	0.0	+/-0.5	-1.5	+/-0.5	5
Real State Final Demand (SFD) growth.....	-3.6	+/-2.0	-3.0	+/-2.0	6
Outcome: Value for money outcomes in service delivery and infrastructure provision:					
Percentage of the Department's material resource allocation recommendations complying with the service provision analysis framework...	100%	100%	100%	100%	
Percentage of highest value agencies complying with the Strategic Asset Management Framework or equivalent accredited mechanism	47%	75%	100%	100%	7
Outcome: Value for money from the management of the Government's non-residential buildings and public works:					
Percentage of significant projects in the New Buildings program delivered within approved:					
Budget	100%	100%	100%	100%	
Timeframe.....	64%	100%	57%	100%	8

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

(b) This is a new service that commenced during 2014-15.

(c) The 2014-15 Actual was adjusted to exclude three levies (Perth Parking Levy, Landfill Levy and Mining Rehabilitation Levy) from the outcome as these levies were reclassified as taxes based on Australian Bureau of Statistics advice after the 2014-15 Budget.

(d) Mining revenue differs from the 2014-15 Treasury Annual Report, which was based on preliminary data for 2014-15, while the above figure is based on the final outcome in the 2014-15 Annual Report of State Finances compared with the 2014-15 Budget.

(e) Employment growth differs from the 2014-15 Treasury Annual Report as the Australian Bureau of Statistics revises past estimates of employment levels on a regular basis, including rebenchmarking of labour force data for consistency with latest estimated resident population data.

Explanation of Significant Movements

(Notes)

1. Moody's revised the State's credit rating down from Aa1 with a 'negative' outlook to Aa2 with a 'stable' outlook in February 2016. The downgrade announcement followed the significant downward revisions to the State's revenue outlook in the 2015-16 Mid-year Review, with Moody's noting the pressure that this was placing on the State's financial projections and debt metrics. Standard & Poor's (S&P's) AA+ assessment for Western Australia was changed from 'stable' to 'negative' outlook in July 2015 (and was reaffirmed in October 2015). The change in S&P's outlook for the rating reflected revenue write-downs and the likely implications for higher borrowings detailed in the 2015-16 Budget.
2. Achievement of the target for 2016-17 is subject to the timely passage of enabling legislation (in respect of the Utah Point Bulk Handling facility and Fremantle Port) by Parliament.
3. Tax revenue (excluding landholder duty) is expected to be significantly lower than in the 2015-16 Budget due to weaker than expected domestic economic and labour market conditions, including record low wages growth and weak employment growth. Weak tax growth was due to payroll tax declining for the first time in more than two decades and transfer duty (excluding landholder duty) falling as a result of lower residential property transfers. These declines more than offset increased landholder duty from a number of unusually large commercial property transfers.
4. Mining revenue is expected to be higher than projected in the 2015-16 Budget, as a result of iron ore royalties being higher than forecast. This reflects a combination of a higher \$US iron ore price, a slightly weaker exchange rate, and modestly higher iron ore volumes. Higher iron ore royalties were partially offset by lower North West Shelf grants reflecting the impact of a significantly lower than expected crude oil price and the flow through to a lower Liquefied Natural Gas price.
5. Employment growth is expected to be substantially weaker in 2015-16 than forecast in the 2015-16 Budget reflecting the impact of a larger than anticipated decline in business investment flowing through to softer domestic economic conditions generally and weaker demand for labour.
6. State Final Demand is expected to contract in 2015-16 by a significantly larger margin than anticipated in the 2015-16 Budget. This is primarily due to a larger than expected decline in business investment.
7. The 2015-16 Estimated Actual reported percentage of agencies that are compliant with the Strategic Asset Management Framework (SAMF) is expected to be significantly higher than in previous years. This is because many of the agencies in the SAMF key effectiveness indicator set are Government Trading Enterprises (GTEs) which were required to comply following a Cabinet decision in September 2014.
8. Eight of the fourteen current projects are expected to be completed within approved timeframes. The remaining projects are expected to exceed current approved completion targets due to delays in the procurement phase (Karratha Health Campus and WA Museum), and construction and commissioning delays (Eastern Goldfields Regional Prison, Busselton Health Campus, Perth Children's Hospital and Old Treasury Buildings projects).

Services and Key Efficiency Indicators

1. Financial Management and Reporting

This service involves the provision of advice on the Government's fiscal strategy, advice on the legislative framework underpinning financial management and accountability in the Western Australian public sector, the preparation and publication of regular reports on the State's finances, and maintenance of the Public Ledger.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 9,766	\$'000 7,936	\$'000 10,326	\$'000 10,243	1
Less Income.....	6	-	14	14	
Net Cost of Service.....	9,760	7,936	10,312	10,229	
Employees (Full Time Equivalents).....	43	44	49	51	
Efficiency Indicators					
Percentage of Financial Reports Released as per Agreed Timeframes.....	100%	100%	100%	100%	

Explanation of Significant Movements

(Notes)

- The increase in Total Cost of Service between the 2015-16 Budget and the 2015-16 Estimated Actual is primarily due to additional work occurring during the year and an internal realignment of Full Time Equivalents (FTEs), particularly from Service 3. The increase in costs also results in a higher allocation of Treasury's corporate costs.

2. Manage the Government's Asset Sales Program (excluding land sales) ^(a)

This service involves the management and coordination of the Government's approved asset sales program (excluding land sales).

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 4,617	\$'000 21,358	\$'000 23,434	\$'000 12,452	1
Less Income.....	3	-	4	3	
Net Cost of Service.....	4,614	21,358	23,430	12,449	
Employees (Full Time Equivalents).....	9	23	21	17	
Efficiency Indicators					
Percentage of Approved Asset Sales Program Completed Within Agreed Budgets.....	n/a	100%	100%	100%	

(a) New service commenced during 2014-15.

Explanation of Significant Movements

(Notes)

- The variation of the Total Cost of Service between the 2014-15 Actual through to the 2016-17 Budget Target reflects the different phases of each asset sale across financial years. The 2014-15 Actual represents part-year and early project costs as the program was announced in August 2014. Expenditure for the majority of projects is expected to occur in 2015-16 in line with the phases of work being undertaken. Expenses will wind down in 2016-17 as projects are completed.

3. Economic and Revenue Forecasts and Policy Development

This service involves analysis and advice on economic and revenue policy issues, including Commonwealth-State financial relations and development of forecasts for each of the State's major revenue sources.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 7,616	\$'000 7,828	\$'000 6,928	\$'000 7,078	1
Less Income.....	5	-	8	9	
Net Cost of Service.....	7,611	7,828	6,920	7,069	
Employees (Full Time Equivalents).....	40	41	30	36	
Efficiency Indicators					
Number of Ministerials, Briefings or Reports Provided on Economic Issues..	315	325	600	350	2

Explanation of Significant Movements

(Notes)

1. The variation in Total Cost of Service between the 2015-16 Budget and the 2015-16 Estimated Actual is mainly due to a reduction in FTEs resulting in lower costs.
2. The increase between the 2015-16 Budget and the 2015-16 Estimated Actual is mainly due to a significant increase in tax-related ministerials, briefings and reports.

4. Evaluation and Planning of Government Service Delivery and Infrastructure Provision

This service involves investigating agencies' operations in respect of efficiency and effectiveness and advising Government on the allocation of taxpayer resources. It includes the analysis, evaluation and planning of government services to ensure value for money outcomes in key areas like Health, Law and Order, Education and infrastructure delivery.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 26,168	\$'000 28,583	\$'000 28,015	\$'000 28,654	
Less Income.....	70	-	38	40	
Net Cost of Service.....	26,098	28,583	27,977	28,614	
Employees (Full Time Equivalents).....	140	147	142	139	
Efficiency Indicators					
Number of Economic and Expenditure Reform Committee Papers on Service Delivery and Infrastructure Advice.....	102	100	102	100	

5. Leads the Planning and Delivery of New Government Buildings

This encompasses strategic leadership and facilitation in the planning, project management and procurement of major new non-residential buildings.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	38,165	244,477	259,387	230,918	1
Less Income.....	34,240	240,118	256,052	227,044	
Net Cost of Service.....	3,925	4,359	3,335	3,874	
Employees (Full Time Equivalents).....	57	57	59	59	
Efficiency Indicators					
Cost as a Percentage of the Total Annual Value of the Planning and Delivery of Capital Works Projects.....	0.6%	0.7%	0.5%	0.7%	2

Explanation of Significant Movements

(Notes)

- The variation in Total Cost of Service between the 2014-15 Actual through to the 2016-17 Budget Target reflects adjustments made during the 2015-16 Mid-year Review and 2016-17 Budget processes to align scheduling and cash flows of major capital works.
- The 2015-16 Estimated Actual cost indicator is less than the 2015-16 Budget cost indicator, as a result of lower than expected operational costs associated with the capital works program and a more accurate allocation of costs to individual projects.

Financial Statements

Income Statement

Expenses

The 2016-17 Budget Estimate for Total Cost of Services has decreased by \$38.7 million compared to the 2015-16 Estimated Actual. This is primarily attributable to a reduction in the capital works portfolio as projects are progressively completed. At the commencement of 2016-17, the active Strategic Projects portfolio consists of 11 projects with a total estimated value of more than \$4 billion.

Income

The 2016-17 Budget Estimate for Total Income has decreased by \$29 million compared to the 2015-16 Estimated Actual. This is primarily attributable to a reduction in the Strategic Projects portfolio as projects are progressively completed.

The 2016-17 Budget Estimate for service appropriations has decreased by \$7.8 million (12.5%) compared to 2015-16, which primarily reflects the timing of the asset sales program.

The 2015-16 Estimated Actual is reporting a deficit of \$1.8 million, which is primarily attributable to the carryover of recurrent expenditure from 2014-15 associated with the Utah Point sale and the Fremantle Port asset sale project.

Statement of Cashflows

The 2016-17 Budget Estimate for supplies and services has decreased by \$38 million and sale of goods and services has decreased by \$29 million respectively, compared to the 2015-16 Estimated Actual. This is primarily attributable to a reduction in works on Strategic Projects as projects are progressively completed.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	30,883	35,743	36,631	35,037	31,993	31,479	31,741
Grants and subsidies ^(c)	329	-	81	83	85	87	89
Supplies and services	48,748	267,671	284,610	246,738	106,791	121,376	111,720
Accommodation	3,930	4,374	4,374	5,093	5,253	5,327	5,315
Depreciation and amortisation	1,020	1,013	1,013	1,013	1,013	1,000	993
Other expenses.....	1,422	1,381	1,381	1,381	1,383	1,387	1,402
TOTAL COST OF SERVICES	86,332	310,182	328,090	289,345	146,518	160,656	151,260
Income							
Sale of goods and services.....	34,253	240,118	256,048	227,040	96,695	111,447	101,693
Other revenue	71	-	68	70	72	74	76
Total Income.....	34,324	240,118	256,116	227,110	96,767	111,521	101,769
NET COST OF SERVICES	52,008	70,064	71,974	62,235	49,751	49,135	49,491
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	49,493	62,371	62,172	54,383	41,842	41,299	41,451
Resources received free of charge	9,141	7,912	7,912	8,032	8,123	8,123	8,326
Royalties for Regions Fund:							
Regional and State-wide Initiatives	120	124	124	127	130	130	133
TOTAL INCOME FROM STATE GOVERNMENT	58,754	70,407	70,208	62,542	50,095	49,552	49,910
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	6,746	343	(1,766)	307	344	417	419

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 289, 301 and 302 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Aboriginal Affairs Coordinating Committee contribution	30	-	31	32	33	34	35
Australian Accounting Standards Board (AASB).....	49	-	50	51	52	53	54
Grants to Metropolitan Redevelopment Authority and Curtin University	250	-	-	-	-	-	-
TOTAL	329	-	81	83	85	87	89

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	18,059	10,783	16,669	16,810	16,977	17,217	17,437
Restricted cash	1,330	-	-	-	-	-	-
Receivables	2,611	4,452	2,674	2,737	2,800	2,863	2,945
Other.....	5,774	5,933	5,774	5,774	5,774	5,774	5,774
Total current assets	27,774	21,168	25,117	25,321	25,551	25,854	26,156
NON-CURRENT ASSETS							
Holding account receivables.....	9,148	10,161	10,161	11,174	12,187	13,187	14,180
Property, plant and equipment.....	71	47	51	31	11	4	4
Intangibles	7,222	6,231	6,229	5,236	4,243	3,250	2,257
Restricted cash	-	-	-	114	228	342	459
Total non-current assets	16,441	16,439	16,441	16,555	16,669	16,783	16,900
TOTAL ASSETS	44,215	37,607	41,558	41,876	42,220	42,637	43,056
CURRENT LIABILITIES							
Employee provisions	9,201	8,761	9,144	9,144	9,144	9,144	9,144
Payables	6,042	8,664	6,042	6,042	6,042	6,042	6,042
Other.....	2,675	16	1,841	1,852	1,852	1,852	1,852
Total current liabilities	17,918	17,441	17,027	17,038	17,038	17,038	17,038
NON-CURRENT LIABILITIES							
Employee provisions	2,046	1,975	2,046	2,046	2,046	2,046	2,046
Other.....	4	4	4	4	4	4	4
Total non-current liabilities	2,050	1,979	2,050	2,050	2,050	2,050	2,050
TOTAL LIABILITIES.....	19,968	19,420	19,077	19,088	19,088	19,088	19,088
EQUITY							
Contributed equity	62,711	62,711	62,711	62,711	62,711	62,711	62,711
Accumulated surplus/(deficit).....	(38,464)	(44,524)	(40,230)	(39,923)	(39,579)	(39,162)	(38,743)
Total equity	24,247	18,187	22,481	22,788	23,132	23,549	23,968
TOTAL LIABILITIES AND EQUITY	44,215	37,607	41,558	41,876	42,220	42,637	43,056

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	48,490	61,358	61,159	53,370	40,829	40,299	40,458
Holding account drawdowns.....	100	-	-	-	-	-	-
Royalties for Regions Fund:							
Regional and State-wide Initiatives	120	124	124	127	130	130	133
Net cash provided by State Government.....	48,710	61,482	61,283	53,497	40,959	40,429	40,591
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(30,301)	(41,484)	(37,522)	(35,026)	(31,993)	(31,479)	(31,741)
Grants and subsidies.....	(339)	-	(81)	(83)	(85)	(87)	(89)
Supplies and services	(40,375)	(250,807)	(276,625)	(238,613)	(98,575)	(113,159)	(103,301)
Accommodation	(3,956)	(4,380)	(4,374)	(5,093)	(5,253)	(5,327)	(5,315)
Other payments.....	(15,423)	(17,457)	(17,513)	(17,533)	(17,535)	(17,540)	(17,573)
Receipts ^(b)							
Sale of goods and services.....	38,358	239,118	256,048	227,040	96,695	111,447	101,693
GST receipts.....	11,548	13,010	15,996	15,996	15,996	15,996	15,996
Other receipts	248	-	68	70	72	74	76
Net cash from operating activities	(40,240)	(62,000)	(64,003)	(53,242)	(40,678)	(40,075)	(40,254)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(121)	-	-	-	-	-	-
Net cash from investing activities.....	(121)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	8,349	(518)	(2,720)	255	281	354	337
Cash assets at the beginning of the reporting period	11,040	11,301	19,389	16,669	16,924	17,205	17,559
Cash assets at the end of the reporting period	19,389	10,783	16,669	16,924	17,205	17,559	17,896

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Sale of Goods and Services							
Contract Services - Strategic Projects.....	38,358	239,118	256,048	227,040	96,695	111,447	101,693
GST Receipts							
GST Input Credits	8,081	1,010	3,996	3,996	3,996	3,996	3,996
GST Receipts on Sales	3,467	12,000	12,000	12,000	12,000	12,000	12,000
Other Receipts							
Other Receipts	248	-	68	70	72	74	76
TOTAL	50,154	252,128	272,112	243,106	112,763	127,517	117,765

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
INCOME							
Commonwealth Grants							
Compensation for Crude Oil Excise							
Condensate	47,694	39,700	32,366	25,139	27,046	25,465	25,937
GST Grants	2,258,014	1,934,100	1,885,900	2,035,400	2,905,600	4,697,900	6,002,700
Local Government (Financial Assistance Grants).....	261,792	176,206	86,603	176,764	186,695	197,191	208,277
Local Government (Road Funding)	161,934	107,556	53,772	107,556	112,105	116,892	121,883
Non-Government Schools.....	1,079,353	1,173,862	1,112,283	1,207,763	1,268,491	1,327,198	1,388,622
North West Shelf Grants.....	864,861	722,200	588,478	457,078	491,746	463,006	471,577
Other.....	2,644,042	2,141,571	2,565,881	2,355,045	2,420,523	2,271,420	2,016,297
Total Commonwealth Grants.....	7,317,690	6,295,195	6,325,283	6,364,745	7,412,206	9,099,072	10,235,293
GOVERNMENT ENTERPRISES							
Dividends							
Bunbury Water Corporation	-	1,851	1,218	1,807	1,411	1,561	1,757
Busselton Water Corporation.....	-	833	1,449	843	959	901	844
Electricity Generation and Retail Corporation (Synergy).....	83,567	29,629	60,731	2,786	12,466	33,689	51,768
Electricity Networks Corporation (Western Power).....	131,915	98,079	400,974	95,633	126,222	108,828	80,607
Forest Products Commission.....	2,153	-	562	501	-	-	1,291
Fremantle Port Authority	46,707	19,072	25,118	25,137	27,734	29,811	29,829
Gold Corporation	12,916	14,701	10,544	12,969	14,490	16,537	17,824
Insurance Commission of Western Australia	35,068	37,685	132,373	41,679	44,528	46,575	48,768
Kimberley Ports Authority	2,458	2,393	449	-	-	-	-
Land Information Authority.....	5,596	4,496	5,119	510	6,453	9,293	16,351
Mid West Ports Authority	25,599	12,441	7,165	4,174	2,851	3,159	2,932
Pilbara Ports Authority	164,462	94,095	97,193	101,791	110,144	110,183	95,656
Regional Power Corporation (Horizon Power).....	53,081	8,917	30,132	18,760	14,210	12,480	14,959
Southern Ports Authority ^(a)	24,992	12,729	13,162	14,522	14,187	11,546	10,087
Water Corporation of Western Australia	561,842	519,919	572,351	546,231	617,293	685,790	703,022
Western Australian Land Authority.....	32,442	31,653	58,084	31,069	49,969	31,069	31,069
Western Australian Treasury Corporation	9,356	6,692	10,496	7,460	9,589	10,761	12,480
Provision for Western Power ^(b)	-	53,855	-	78,639	82,083	83,983	86,091
Provision for Other Electricity ^(c)	-	576	-	-	-	-	-
Total Dividends	1,192,154	949,616	1,427,120	984,511	1,134,589	1,196,166	1,205,335

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Estimate	2017-18 Forward Estimate	2018-19 Forward Estimate	2019-20 Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income Tax Equivalent Regime							
Bunbury Water Corporation	1,527	1,242	1,920	1,677	1,852	2,080	2,049
Busselton Water Corporation.....	1,226	634	634	711	684	645	607
Electricity Generation and Retail Corporation (Synergy).....	22,207	13,897	21,435	5,515	12,114	23,783	34,299
Fremantle Port Authority	19,307	16,067	16,354	19,321	20,863	22,320	21,702
Gold Corporation	5,443	13,351	7,212	8,362	9,534	10,270	10,669
Insurance Commission of Western Australia ...	39,189	25,464	99,183	18,061	23,820	25,367	26,182
Kimberley Ports Authority	1,163	443	-	-	-	-	-
Land Information Authority	9,371	5,532	1,556	8,894	9,288	12,762	15,847
Mid West Ports Authority	8,164	8,246	4,437	1,090	886	2,005	1,981
Pilbara Ports Authority	84,931	77,506	54,784	71,229	72,834	71,357	58,477
Regional Power Corporation (Horizon Power).....	13,320	13,801	8,653	13,608	39,757	8,322	10,380
Southern Ports Authority ^(a)	8,399	8,548	8,548	9,632	9,261	7,063	6,513
Water Corporation of Western Australia	340,783	301,840	308,422	305,855	348,130	379,931	423,222
Western Australian Land Authority	17,272	22,494	21,025	19,046	18,889	25,849	27,226
Western Australian Treasury Corporation ..	6,867	4,543	4,919	6,322	7,095	8,229	8,661
Provision for Other Electricity ^(c)	-	(266)	-	-	-	-	-
Total Income Tax Equivalent Regime.....	579,169	513,342	559,082	489,323	575,007	599,983	647,815
Local Government Rates Equivalent							
Bunbury Water Corporation	89	63	43	64	65	67	69
Busselton Water Corporation.....	21	27	27	27	28	29	29
Electricity Generation and Retail Corporation (Synergy).....	86	690	690	690	690	690	690
Electricity Networks Corporation (Western Power).....	1,277	1,580	1,580	1,627	1,668	1,710	1,710
Forest Products Commission.....	34	-	32	35	35	35	35
Fremantle Port Authority	691	881	726	762	800	841	883
Gold Corporation	141	650	993	1,033	1,074	1,118	1,163
Kimberley Ports Authority	604	102	106	106	108	110	112
Mid West Ports Authority	651	673	673	693	714	735	757
Pilbara Ports Authority	485	1,482	696	866	1,135	1,156	1,179
Regional Power Corporation (Horizon Power).....	226	313	251	259	265	271	278
Southern Ports Authority ^(a)	577	442	442	557	571	546	508
Water Corporation of Western Australia	5,676	5,765	5,804	5,949	6,098	6,250	6,406
Western Australian Land Authority	6,805	6,564	6,685	6,248	6,155	6,434	5,808
Total Local Government Rates Equivalent.....	17,363	19,232	18,748	18,916	19,406	19,992	19,627
Total Government Enterprises	1,788,686	1,482,190	2,004,950	1,492,750	1,729,002	1,816,141	1,872,777
Other							
Consolidated Account Revenue Received from Agencies.....	13,445,280	13,038,069	13,361,282	12,475,529	12,738,288	13,336,916	13,978,879
Gold State Superannuation Reimbursement.....	145,687	159,928	136,160	123,841	112,226	101,215	91,044
Interest.....	124,592	105,243	116,957	105,397	101,332	108,295	113,050
Loan Guarantee Fees.....	120,116	164,208	135,778	151,199	163,024	173,677	184,900
Pension Recoups	23,377	12,329	12,386	12,474	12,975	13,135	13,278
Other Revenue.....	24,476	18,419	29,259	19,607	19,622	19,636	19,646
Total Other Revenue	13,883,528	13,498,196	13,791,822	12,888,047	13,147,467	13,752,874	14,400,797
TOTAL ADMINISTERED INCOME	22,989,904	21,275,581	22,122,055	20,745,542	22,288,675	24,668,087	26,508,867
EXPENSES							
Superannuation ^(d).....	372,505	450,376	1,041,282	512,955	485,003	493,042	528,011
Interest.....	505,349	559,420	628,875	730,285	859,035	1,022,810	1,143,810
Appropriations for:							
Operating Subsidies	1,895,536	1,837,990	1,817,785	1,769,874	1,678,428	1,615,710	1,623,303
Services	15,009,601	15,515,602	15,370,684	15,896,091	15,651,727	16,012,924	16,180,328
Salaries and Allowances.....	102,305	106,122	107,474	109,800	108,544	109,533	110,532
Other Appropriations.....	2,113,250	2,193,340	2,126,067	2,320,259	2,224,859	2,303,207	2,410,436
Total Appropriations	19,120,692	19,653,054	19,422,010	20,096,024	19,663,558	20,041,374	20,324,599

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
All Other Expenses							
Commonwealth Grants On-Passed to Agencies.....	2,537,240	2,141,331	2,565,551	2,354,845	2,420,323	2,271,215	2,016,092
Local Government Financial Assistance Grants.....	261,792	176,206	86,603	176,764	186,695	197,191	208,277
Local Government Road Funding	161,934	107,556	53,772	107,556	112,105	116,892	121,883
Non-Government Schools.....	1,079,353	1,173,862	1,112,283	1,207,763	1,268,491	1,327,198	1,388,622
Royalties for Regions ^(e)	679,036	581,208	527,618	439,421	498,227	622,030	625,506
Other Expenses.....	804	-	-	-	-	-	-
Total All Other Expenses	4,720,159	4,180,163	4,345,827	4,286,349	4,485,841	4,534,526	4,360,380
TOTAL ADMINISTERED EXPENSES	24,718,705	24,843,013	25,437,994	25,625,613	25,493,437	26,091,752	26,356,800

- (a) The Albany, Bunbury and Esperance Port Authorities were amalgamated to form the Southern Ports Authority on 1 October 2014. Comparative figures shown represent the combined figures for the individual former corporations.
- (b) The budget incorporates a provision for Western Power to undertake capital expenditure of \$272.9 million in 2016-17 related to capacity enhancements and customer driven works. This provision recognises the inherent uncertainty of forecasting customer demand requirements. This provision will be transferred to Western Power's budget upon demonstration of project commitments. Release of the provision will see changes in dividends paid by Western Power.
- (c) The 2015-16 Budget incorporated a provision for Horizon Power to undertake capital expenditure on the Pilbara transmission network upgrade. Since the 2015-16 Budget, this has been approved by Government and this provision has moved to Horizon Power.
- (d) Includes non-cash costs (including actuarial valuation changes) that are not reflected in cash appropriations.
- (e) Represents the expensing of RfR moneys to agencies. As well as these expenses, there are also capital payments made by the RfR program. For accounting purposes, these capital costs are not reflected in the schedule of administered operating transactions.

Division 33 Economic Regulation Authority

Part 7 Treasurer; Minister for Energy; Citizenship and Multicultural Interests

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 65 Net amount appropriated to deliver services	3,967	2,438	2,438	2,704	2,193	2,107	2,158
Total appropriations provided to deliver services.....	3,967	2,438	2,438	2,704	2,193	2,107	2,158
TOTAL APPROPRIATIONS	3,967	2,438	2,438	2,704	2,193	2,107	2,158
EXPENSES							
Total Cost of Services.....	10,759	12,335	11,774	11,814	11,447	11,409	11,598
Net Cost of Services ^(a)	3,816	2,921	3,397	2,959	2,439	2,381	2,408
CASH ASSETS ^(b)	3,298	3,150	2,374	2,256	2,193	2,180	2,179

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2015-16 Estimated Outturn	(561)	-	-	-	-
Electricity Generation and Retail Corporation Regulatory Scheme Funding.....	-	450	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(3)	(67)	(129)	(195)

Significant Issues Impacting the Agency

- As a result of the State Government's Electricity Market Review, subject to Government decisions, there will be a restructure of the Authority's operations to incorporate the loss of functions associated with electricity and gas access that are being transferred to the Australian Energy Regulator, which may be offset by the performance of a range of additional electricity and gas market functions. This will include the Authority undertaking prescribed functions in 2016-17 associated with the transition of access regulation of the South West Interconnected Network to the Australian Energy Regulator. The above mentioned additional electricity and gas market functions include:

- enforcement and compliance in regard to the Wholesale Electricity Market (WEM) rules and Gas Services Information arrangements;
- power system security and reliability responsibilities for the WEM; and
- secretariat services to an independent Rule Change Panel.

The additional expense for these functions will be recovered from WEM participants.

- The Authority will engage with the Australian Competition Tribunal in the event that the Authority’s final decisions for the Goldfields Gas Pipeline and the Dampier to Bunbury Natural Gas Pipeline access arrangements are appealed.
- The Authority will provide annual reports to the Minister for Energy on the effectiveness of the WEM and the regulatory scheme that constrains Synergy’s market power (i.e. the Electricity Generation and Retail Corporation Regulatory Scheme).
- The inaugural review of the Water Services Code of Conduct (Customer Service Standards) 2013 will be undertaken in 2016-17.
- The Authority is working with stakeholders to determine its reference (Inquiries) program for 2016-17.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	The efficient, safe and equitable provision of utility services in Western Australia.	1. Submissions to the Economic Regulation Authority Governing Body

Service Summary

Expense	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
1. Submissions to the Economic Regulation Authority Governing Body	10,759	12,335	11,774	11,814	11,447	11,409	11,598
Total Cost of Services	10,759	12,335	11,774	11,814	11,447	11,409	11,598

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: The efficient, safe and equitable provision of utility services in Western Australia:					
Number of submissions made to the Authority's Governing Body	289	240	235	195	1
Rating by the Authority's Governing Body as to the content, accuracy and presentation of these submissions ^(b)	4.2	4	4.1	4	
Percentage of submissions provided by the required deadline	98%	100%	90%	100%	2
Rating by the Authority's Governing Body as to their perception of the timeliness of submissions ^(b)	4.1	4	4.1	4	

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

(b) Performance is rated as follows by the Authority's Governing Body: 1 = well below expectations; 2 = below expectations; 3 = satisfactory; 4 = above expectations and 5 = well above expectations.

Explanation of Significant Movements

(Notes)

- Based on the recommendations of the Electricity Market Review, the expected number of submissions for the Authority's electricity and gas access functions has been reduced, partially offset by an increase in the expected number of submissions for electricity market-related submissions.
- The estimated percentage of submissions that met legislative deadlines is 90%. This is less than the budget of 100% as there were four decisions that were published after the due date.

Services and Key Efficiency Indicators**1. Submissions to the Economic Regulation Authority Governing Body**

The Authority regulates monopoly aspects of the gas, electricity and rail industries and licenses providers of gas, electricity and water services. The Authority also inquires into matters referred to it by the State Government. In addition, the Authority has a range of responsibilities in the retailing of gas and surveillance of the Wholesale Electricity Market in Western Australia.

The Authority's functions are designed to maintain a competitive, efficient and fair commercial environment, particularly where businesses operate as natural monopolies. In making its decisions, the Authority strives to benefit the Western Australian community by promoting an efficient and customer focused economy.

The requirement for the Authority to prepare performance indicators is limited to its management functions under section 23 of the *Economic Regulation Authority Act 2003*. As such, the quantity, quality and cost per submission that is prepared by the Authority Secretariat for consideration by the Governing Body is used to determine the Authority's performance and service efficiency.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service	\$'000 10,759	\$'000 12,335	\$'000 11,774	\$'000 11,814	
Less Income	6,943	9,414	8,377	8,855	
Net Cost of Service	3,816	2,921	3,397	2,959	
Employees (Full Time Equivalents)	51	52	52	56	
Efficiency Indicators					
Cost per Submission Made to the Economic Regulation Authority Governing Body	\$37,229	\$51,395	\$50,102	\$60,584	1

Explanation of Significant Movements

(Notes)

- It is expected that there will be fewer submissions to the Authority's Governing Body in 2016-17 which will result in an increase in the cost per submission made to the Economic Regulation Authority Governing Body.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Computer Hardware and Software Replacement.....	251	242	57	9	-	-	-
COMPLETED WORKS							
Office Equipment Replacement.....	33	33	17	-	-	-	-
NEW WORKS							
Computer Hardware and Software Replacement.....	305	-	-	-	-	-	295
Office Equipment Replacement.....	20	-	-	-	-	-	20
Total Cost of Asset Investment Program.....	609	275	74	9	-	-	315
FUNDED BY							
Drawdowns from the Holding Account.....			17	9	-	-	315
Internal Funds and Balances.....			57	-	-	-	-
Total Funding.....			74	9	-	-	315

Financial Statements

Income Statement

Expenses

The 2015-16 Mid-year Review reflected that the Authority required less expenditure on supplies and services in 2015-16 than budgeted. There is a further decrease of 18% anticipated in 2016-17 due to the transfer of gas and electricity functions to the Australian Energy Regulator.

Income

The amount the Authority receives in regulatory fees is affected by its expenditure. As there was less spent on supplies and services in 2015-16 this has resulted in less revenue.

There is an increase in service appropriations provided to fund services in 2016-17. This is due to additional funding to monitor the Electricity Generation and Retail Corporation Regulatory Scheme.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	7,447	7,999	8,014	8,372	7,932	7,794	7,925
Supplies and services	1,669	2,612	2,090	1,719	1,800	1,866	1,903
Accommodation	1,143	1,193	1,182	1,214	1,214	1,225	1,256
Depreciation and amortisation.....	33	69	48	49	47	47	37
Other expenses.....	467	462	440	460	454	477	477
TOTAL COST OF SERVICES	10,759	12,335	11,774	11,814	11,447	11,409	11,598
Income							
Regulatory fees and fines.....	6,845	9,333	8,296	8,775	8,926	8,945	9,107
Other revenue.....	98	81	81	80	82	83	83
Total Income.....	6,943	9,414	8,377	8,855	9,008	9,028	9,190
NET COST OF SERVICES	3,816	2,921	3,397	2,959	2,439	2,381	2,408
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	3,967	2,438	2,438	2,704	2,193	2,107	2,158
Resources received free of charge	345	244	264	264	270	270	280
TOTAL INCOME FROM STATE GOVERNMENT	4,312	2,682	2,702	2,968	2,463	2,377	2,438
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	496	(239)	(695)	9	24	(4)	30

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 51, 52 and 56 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	3,007	3,040	2,353	2,205	2,112	2,069	2,038
Restricted cash	291	-	21	21	21	21	21
Holding account receivables	17	301	9	-	-	315	-
Receivables	3,097	2,099	3,206	3,284	3,263	3,310	3,379
Other	116	110	116	116	116	116	116
Total current assets	6,528	5,550	5,705	5,626	5,512	5,831	5,554
NON-CURRENT ASSETS							
Holding account receivables	352	155	447	552	607	292	292
Property, plant and equipment	177	166	159	117	95	73	356
Intangibles	15	-	19	14	10	6	-
Restricted cash	-	110	-	30	60	90	120
Total non-current assets	544	431	625	713	772	461	768
TOTAL ASSETS	7,072	5,981	6,330	6,339	6,284	6,292	6,322
CURRENT LIABILITIES							
Employee provisions	1,522	1,323	1,482	1,426	1,426	1,363	1,363
Payables	568	349	568	568	489	501	501
Other	242	228	242	242	242	242	242
Total current liabilities	2,332	1,900	2,292	2,236	2,157	2,106	2,106
NON-CURRENT LIABILITIES							
Employee provisions	302	424	295	351	351	414	414
Other	1	1	1	1	1	1	1
Total non-current liabilities	303	425	296	352	352	415	415
TOTAL LIABILITIES	2,635	2,325	2,588	2,588	2,509	2,521	2,521
EQUITY							
Contributed equity	773	773	773	773	773	773	773
Accumulated surplus/(deficit)	3,664	2,883	2,969	2,978	3,002	2,998	3,028
Total equity	4,437	3,656	3,742	3,751	3,775	3,771	3,801
TOTAL LIABILITIES AND EQUITY	7,072	5,981	6,330	6,339	6,284	6,292	6,322

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	3,885	2,334	2,334	2,599	2,138	2,107	2,158
Holding account drawdowns.....	301	17	17	9	-	-	315
Net cash provided by State Government.....	4,186	2,351	2,351	2,608	2,138	2,107	2,473
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(7,369)	(7,999)	(8,014)	(8,353)	(7,932)	(7,832)	(7,963)
Supplies and services.....	(1,427)	(2,656)	(2,143)	(1,751)	(1,807)	(1,844)	(1,870)
Accommodation.....	(788)	(961)	(961)	(993)	(993)	(992)	(1,023)
Other payments.....	(865)	(698)	(675)	(693)	(721)	(724)	(737)
Receipts ^(b)							
Regulatory fees and fines.....	5,744	9,295	8,258	8,736	8,887	8,906	9,068
GST receipts.....	358	262	262	267	293	293	293
Other receipts.....	98	72	72	70	72	73	73
Net cash from operating activities.....	(4,249)	(2,685)	(3,201)	(2,717)	(2,201)	(2,120)	(2,159)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(196)	(17)	(74)	(9)	-	-	(315)
Net cash from investing activities.....	(196)	(17)	(74)	(9)	-	-	(315)
NET INCREASE/(DECREASE) IN CASH HELD.....	(259)	(351)	(924)	(118)	(63)	(13)	(1)
Cash assets at the beginning of the reporting period.....	3,557	3,501	3,298	2,374	2,256	2,193	2,180
Cash assets at the end of the reporting period.....	3,298	3,150	2,374	2,256	2,193	2,180	2,179

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Regulatory Fees and Fines							
Industry Funding.....	5,744	9,295	8,258	8,736	8,887	8,906	9,068
GST Receipts							
GST Input Credits.....	358	262	262	267	293	293	293
Other Receipts							
Other Receipts.....	98	72	72	70	72	73	73
TOTAL.....	6,200	9,629	8,592	9,073	9,252	9,272	9,434

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

Insurance Commission of Western Australia

Part 7 Treasurer; Minister for Energy; Citizenship and Multicultural Interests

Asset Investment Program

The Commission's Asset Investment Program for 2016-17 and across the forward estimates period totals \$19.7 million. The major components include:

- information and communications technology (ICT) hardware to replace network and server infrastructure, desktop workstations, ICT security, enhanced disaster recovery capability, and imaging and workflow facilities; and
- ICT software incorporating systems developed for use by the Commission's customers, application development software, performance monitoring applications, core insurance system enhancements, general desktop applications and expenditure on the upgrade of a range of systems identified in the Commission's ICT strategic planning.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Information Technology (IT) Hardware							
2015-16 Program.....	1,243	1,243	1,243	-	-	-	-
IT Software - 2015-16 Program.....	3,942	3,942	3,942	-	-	-	-
Motor Vehicles - 2015-16 Program.....	669	669	669	-	-	-	-
Plant and Equipment - 2015-16 Program.....	148	148	148	-	-	-	-
Telephone and Communication Equipment 2015-16 Program.....	20	20	20	-	-	-	-
NEW WORKS							
IT Hardware							
2016-17 Program.....	1,180	-	-	1,180	-	-	-
2017-18 Program.....	1,065	-	-	-	1,065	-	-
2018-19 Program.....	1,190	-	-	-	-	1,190	-
2019-20 Program.....	950	-	-	-	-	-	950
IT Software							
2016-17 Program.....	3,080	-	-	3,080	-	-	-
2017-18 Program.....	2,695	-	-	-	2,695	-	-
2018-19 Program.....	2,895	-	-	-	-	2,895	-
2019-20 Program.....	3,490	-	-	-	-	-	3,490
Motor Vehicles							
2016-17 Program.....	559	-	-	559	-	-	-
2017-18 Program.....	500	-	-	-	500	-	-
2018-19 Program.....	500	-	-	-	-	500	-
2019-20 Program.....	800	-	-	-	-	-	800
Plant and Equipment							
2016-17 Program.....	127	-	-	127	-	-	-
2017-18 Program.....	185	-	-	-	185	-	-
2018-19 Program.....	220	-	-	-	-	220	-
2019-20 Program.....	200	-	-	-	-	-	200
Telephone and Communication Equipment							
2016-17 Program.....	20	-	-	20	-	-	-
2017-18 Program.....	20	-	-	-	20	-	-
2018-19 Program.....	20	-	-	-	-	20	-
2019-20 Program.....	20	-	-	-	-	-	20
Total Cost of Asset Investment Program.....	25,738	6,022	6,022	4,966	4,465	4,825	5,460
FUNDED BY							
Internal Funds and Balances.....			6,022	4,966	4,465	4,825	5,460
Total Funding.....			6,022	4,966	4,465	4,825	5,460

Division 34 Office of the Auditor General

Part 7 Treasurer; Minister for Energy; Citizenship and Multicultural Interests

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 66 Net amount appropriated to deliver services	6,188	6,310	6,310	6,428	6,022	5,903	5,961
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	714	734	734	753	753	753	753
Total appropriations provided to deliver services.....	6,902	7,044	7,044	7,181	6,775	6,656	6,714
CAPITAL							
Item 148 Capital Appropriation.....	300	300	300	250	300	300	300
TOTAL APPROPRIATIONS	7,202	7,344	7,344	7,431	7,075	6,956	7,014
EXPENSES							
Total Cost of Services.....	24,703	23,986	23,986	25,298	25,241	25,479	25,799
Net Cost of Services ^(a)	7,341	6,726	6,726	7,612	7,210	7,093	7,151
CASH ASSETS ^(b)	4,073	2,648	3,181	2,695	2,132	1,646	1,364

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding.....	-	55	-	-	-
2016-17 Tariffs, Fees and Charges	-	(346)	(332)	(322)	(320)
Local Government Auditing - Transition Costs.....	-	241	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(7)	(145)	(285)	(433)

Significant Issues Impacting the Agency

- The Government has approved the drafting of amendments to the *Local Government Act 1995* to make the Auditor General responsible for financial and performance audits of local government authorities. The Office is advising the Department of Local Government and Communities on operational matters for consideration in the drafting of the amending Bill and will liaise with stakeholders ahead of the Bill passing through both Houses of Parliament to enable a seamless transition.
- The Joint Standing Committee on Audit (JSCA) is undertaking a review of the effectiveness of the *Auditor General Act 2006* (the Act). This is the second of two parts of a review required under the Act, the other being a review of the Office's performance. The Office will work closely with the JSCA to ensure that the reviewers have the information needed to form their view.
- The Office's legislative obligation to undertake audits of the public sector will challenge its capacity to stay within its approved salaries budget over the forward estimates. However, the Office is cognisant of the State's overall economic environment and associated fiscal challenges. Accordingly, serious and concerted efforts will be made to achieve the target, in addition to identifying opportunities to reduce other costs.
- Expected Health sector restructures in 2016-17 involving the establishment of six statutory authorities will have a significant impact on audit activities. Although most of these authorities have previously operated under different organisational structures, substantial effort will be needed to evaluate the controls and data of the new agencies, and to audit the additional financial statements and key performance indicators.
- Changes to accounting and auditing standards continue to affect the Office's business environment. These changes add to the complexity of audit tasks and directly impact the level of work conducted by audit staff.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

The Office is a public sector department established to support the Auditor General. The Auditor General is an independent officer of the Parliament and as such reports directly to Parliament and ultimately the people of Western Australia, providing assurance about the efficient and effective delivery of services and the responsible management of the State's finances.

Desired Outcome	Service
An informed Parliament on public sector accountability and performance.	1. Public Sector Auditing

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Public Sector Auditing	24,703	23,986	23,986	25,298	25,241	25,479	25,799
Total Cost of Services	24,703	23,986	23,986	25,298	25,241	25,479	25,799

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: An informed Parliament on public sector accountability and performance:					
The extent that the Office of the Auditor General is effective in informing the Parliament about the public sector accountability and performance is measured by the number of tabled reports compared to targets for each of the following categories of audit matter:					1
Service Delivery - reports tabled.....	4	5	8	5	
Economic Development - reports tabled.....	2	3	3	3	
Social and Environment - reports tabled.....	2	3	2	3	
Governance - reports tabled.....	12	14	19	16	

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

Explanation of Significant Movements

(Notes)

- The Office aims to provide Parliament with advice and assurance across all four categories of public sector activity. A crucial element of the key effectiveness indicator is the establishment of a three year target for each category of report. Targets are one factor in the selection of topics. Other factors include the significance of identified issues and regards for matters referred to the Office by Parliament. For this reason, category targets may not always be met in any one year. Accordingly, individual targets must be considered in conjunction with the three year target.

The current target over three years encompasses the 2015-16 to 2017-18 cycles.

	2012-13 to 2014-15 Three-year Actual	2015-16 to 2017-18 Three-year Budget Target	2015-16 to 2017-18 Three-year Estimated Actual
Reports Tabled:			
Service Delivery.....	13	15	18
Economic Development.....	8	9	9
Social and Environment.....	7	9	8
Governance.....	42	42	49

Services and Key Efficiency Indicators

1. Public Sector Auditing

The Office is responsible for undertaking the external audit of the Western Australian public sector. This is done through audits of controls, financial statements, performance indicators, efficiency, effectiveness and the tabling of reports thereon to Parliament.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 24,703	\$'000 23,986	\$'000 23,986	\$'000 25,298	
Less Income.....	17,362	17,260	17,260	17,686	
Net Cost of Service.....	7,341	6,726	6,726	7,612	1
Employees (Full Time Equivalents).....	136	132	133	135	
Efficiency Indicators					
Total Audit Cost per \$ Million of Gross Government Expenditure.....	\$509	\$478	\$473	\$483	
Attest Audit Cost per \$ Million of Gross Government Expenditure.....	\$370	\$335	\$331	\$338	
Performance Audit Cost per \$ Million of Gross Government Expenditure.....	\$139	\$143	\$142	\$145	
Average Number of Days Taken After Balance Date to Issue Financial Audit Opinions.....	67	70	66	68	

Explanation of Significant Movements

(Notes)

- The higher Net Cost of Service between the 2015-16 Estimated Actual and the 2016-17 Budget Target mainly reflects growth in employee expenses, partially due to expansion of the Office's mandate to include auditing of local government authorities.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Computer Hardware and Software 2014-15 Program.....	445	445	305	-	-	-	-
2015-16 Program.....	614	614	614	-	-	-	-
NEW WORKS							
Computer Hardware and Software 2016-17 Program.....	640	-	-	640	-	-	-
2017-18 Program.....	1,012	-	-	-	707	-	305
2018-19 Program.....	690	-	-	-	-	690	-
2019-20 Program.....	690	-	-	-	-	-	690
Total Cost of Asset Investment Program.....	4,091	1,059	919	640	707	690	995
FUNDED BY							
Capital Appropriation.....			300	250	300	300	300
Drawdowns from the Holding Account.....			314	390	330	390	390
Internal Funds and Balances.....			305	-	77	-	305
Total Funding.....			919	640	707	690	995

Financial Statements

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	16,071	14,585	14,830	15,587	15,308	15,310	15,525
Supplies and services	4,969	5,408	5,163	5,641	5,770	5,940	5,989
Accommodation	2,255	2,222	2,222	2,294	2,339	2,378	2,429
Depreciation and amortisation	527	721	721	721	721	721	721
Other expenses	881	1,050	1,050	1,055	1,103	1,130	1,135
TOTAL COST OF SERVICES	24,703	23,986	23,986	25,298	25,241	25,479	25,799
Income							
Other revenue	17,362	17,260	17,260	17,686	18,031	18,386	18,648
Total Income.....	17,362	17,260	17,260	17,686	18,031	18,386	18,648
NET COST OF SERVICES	7,341	6,726	6,726	7,612	7,210	7,093	7,151
INCOME FROM STATE GOVERNMENT							
Service appropriations	6,902	7,044	7,044	7,181	6,775	6,656	6,714
Resources received free of charge	508	467	467	467	467	467	467
TOTAL INCOME FROM STATE GOVERNMENT	7,410	7,511	7,511	7,648	7,242	7,123	7,181
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	69	785	785	36	32	30	30

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 136, 133 and 135 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	3,535	2,648	3,181	2,640	2,018	1,471	1,119
Restricted cash	538	-	-	-	-	-	-
Holding account receivables	314	390	390	330	390	390	390
Receivables	7,506	8,743	8,281	8,858	9,771	10,684	11,097
Other	331	535	331	331	331	331	331
Total current assets	12,224	12,316	12,183	12,159	12,510	12,876	12,937
NON-CURRENT ASSETS							
Holding account receivables	2,088	2,419	2,419	2,810	3,141	3,472	3,803
Property, plant and equipment	394	351	426	426	309	280	397
Intangibles	201	427	367	286	389	387	544
Restricted cash	-	-	-	55	114	175	245
Total non-current assets	2,683	3,197	3,212	3,577	3,953	4,314	4,989
TOTAL ASSETS	14,907	15,513	15,395	15,736	16,463	17,190	17,926
CURRENT LIABILITIES							
Employee provisions	2,801	2,551	2,801	2,801	2,801	2,801	2,801
Payables	534	610	534	534	870	1,206	1,542
Other	541	83	96	151	210	271	341
Total current liabilities	3,876	3,244	3,431	3,486	3,881	4,278	4,684
NON-CURRENT LIABILITIES							
Employee provisions	1,168	874	1,168	1,168	1,168	1,168	1,168
Total non-current liabilities	1,168	874	1,168	1,168	1,168	1,168	1,168
TOTAL LIABILITIES	5,044	4,118	4,599	4,654	5,049	5,446	5,852
EQUITY							
Contributed equity	7,781	8,081	7,929	8,179	8,479	8,779	9,079
Accumulated surplus/(deficit)	2,082	3,314	2,867	2,903	2,935	2,965	2,995
Total equity	9,863	11,395	10,796	11,082	11,414	11,744	12,074
TOTAL LIABILITIES AND EQUITY	14,907	15,513	15,395	15,736	16,463	17,190	17,926

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	6,208	6,323	6,323	6,460	6,054	5,935	5,993
Capital appropriation.....	300	300	300	250	300	300	300
Holding account drawdowns.....	297	314	314	390	330	390	390
Receipts paid into Consolidated Account.....	-	-	(152)	-	-	-	-
Net cash provided by State Government.....	6,805	6,937	6,785	7,100	6,684	6,625	6,683
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(15,469)	(15,030)	(15,275)	(15,532)	(15,249)	(15,249)	(15,455)
Supplies and services.....	(4,869)	(5,290)	(5,045)	(5,289)	(5,418)	(5,588)	(5,637)
Accommodation.....	(1,752)	(1,771)	(1,771)	(1,843)	(1,888)	(1,927)	(1,978)
Other payments.....	(2,785)	(2,850)	(2,850)	(2,855)	(2,903)	(2,930)	(2,935)
Receipts ^(b)							
GST receipts.....	1,906	1,800	1,800	1,800	1,800	1,800	1,800
Other receipts.....	17,204	16,383	16,383	16,773	17,118	17,473	18,235
Net cash from operating activities.....	(5,765)	(6,758)	(6,758)	(6,946)	(6,540)	(6,421)	(5,970)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(140)	(614)	(919)	(640)	(707)	(690)	(995)
Proceeds from sale of non-current assets.....	16	-	-	-	-	-	-
Net cash from investing activities.....	(124)	(614)	(919)	(640)	(707)	(690)	(995)
NET INCREASE/(DECREASE) IN CASH HELD.....	916	(435)	(892)	(486)	(563)	(486)	(282)
Cash assets at the beginning of the reporting period.....	3,157	3,083	4,073	3,181	2,695	2,132	1,646
Cash assets at the end of the reporting period.....	4,073	2,648	3,181	2,695	2,132	1,646	1,364

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GST Receipts							
GST Input Credits.....	157	170	170	170	170	170	170
GST Receipts on Sales.....	1,749	1,630	1,630	1,630	1,630	1,630	1,630
Other Receipts							
Audit Fees.....	17,204	16,383	16,383	16,773	17,118	17,473	18,235
TOTAL.....	19,110	18,183	18,183	18,573	18,918	19,273	20,035

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

Western Australian Treasury Corporation

Part 7 Treasurer; Minister for Energy; Citizenship and Multicultural Interests

Asset Investment Program

The Corporation's Asset Investment Program is limited to an ongoing program to update information technology that supports the delivery of its services.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COMPLETED WORKS							
Computer Hardware/Software - 2015-16 Program.....	1,838	1,838	1,838	-	-	-	-
NEW WORKS							
Computer Hardware/Software							
2016-17 Program	1,748	-	-	1,748	-	-	-
2017-18 Program	1,568	-	-	-	1,568	-	-
2018-19 Program	1,403	-	-	-	-	1,403	-
2019-20 Program	1,938	-	-	-	-	-	1,938
Total Cost of Asset Investment Program.....	8,495	1,838	1,838	1,748	1,568	1,403	1,938
FUNDED BY							
Internal Funds and Balances.....			1,838	1,748	1,568	1,403	1,938
Total Funding.....			1,838	1,748	1,568	1,403	1,938

Horizon Power

Part 7 Treasurer; Minister for Energy; Citizenship and Multicultural Interests

Asset Investment Program

The investment that the State Government makes to regional Western Australia through Horizon Power contributes towards statutory and regulatory obligations and maintains the adequacy and quality of electricity supply to regional customers. Horizon Power will invest \$127.8 million during 2016-17 and a further \$219 million across the forward estimates.

Asset Management Plan

Horizon Power is forecast to invest \$34.8 million in 2016-17 and a total of \$113.2 million over the forward estimates period to mitigate extreme and high risk energy assets. This investment contributes towards ensuring regulatory compliance, reliability and capacity of all of Horizon Power's systems to support the safety, development and enhancement of communities throughout regional Western Australia.

Advanced Metering Infrastructure

Horizon Power is forecast to invest a further \$8.2 million in 2016-17 to roll-out Advanced Metering Infrastructure (AMI). The AMI is an integrated system of advanced meters, communications networks, and data management systems that will enable two-way communication between Horizon Power and its customers. Advanced meters measure and record how much electricity a household or business is using at 30 minute intervals and automatically sends this data to the central system, thereby eliminating manual meter reads and enabling disconnections and reconnections in real time.

Pilbara Underground Power Project

The Pilbara Underground Power Project aims to provide cyclone-prone North West towns with a safer and more reliable power supply by replacing ageing overhead electricity infrastructure with underground networks in the areas of Karratha, South Hedland, Wedgefield, Onslow and Roebourne.

The project is a partnership between the State and local governments and has an expenditure limit of \$230 million. Horizon Power is forecast to invest \$29.5 million in 2016-17 with the remaining \$21.5 million to be spent in 2017-18.

Onslow Power

Horizon Power will spend \$110.8 million across the forward estimates to deliver the power infrastructure required to meet forecast demand in Onslow. This includes the construction of a gas/diesel fueled power station and required network extensions. The power station will be modular and expandable along with the network, having the ability to accommodate energy contributions from distributed energy sources such as solar farms with battery storage technologies as well as from customer installed small scale domestic and commercial rooftop photo-voltaic and battery storage systems.

This will be largely supported by a grant from the Department of State Development, in turn funded by payments from Chevron Australia, as part of the Ashburton North (Wheatstone Project) State Development Agreement.

Pilbara Power Project

Horizon Power will invest \$15.3 million in 2016-17 to upgrade the transmission network to accommodate the increased electricity load generated by the new South Hedland Pilbara power station. Horizon Power has signed a 25 year Electricity Transfer Access Contract with the Fortescue Metals Group to allow it access to the new infrastructure.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Asset Management Plan							
Asset Replacement	96,652	41,217	14,910	11,999	14,043	14,542	14,851
Capacity	20,349	7,948	3,046	3,679	2,820	2,920	2,982
Knowledge and Technology Investment	30,013	10,742	4,741	3,855	4,821	5,242	5,353
Mobile Plant and Operational Fleet	32,711	18,588	1,569	2,601	3,136	4,149	4,237
Property Management	23,283	9,618	1,049	2,975	3,645	3,486	3,559
Regulatory Compliance	31,496	30,221	3,938	286	320	331	338
Reliability	33,394	25,692	6,513	2,680	1,624	1,681	1,717
Safety	113,212	89,075	8,301	6,696	5,639	5,839	5,963
Customer Funded Works - Other Customer Driven Works	106,784	93,874	2,994	3,069	3,146	3,225	3,470
Major Projects							
Advanced Metering Infrastructure	34,137	25,787	17,709	8,152	198	-	-
Mid West and Norseman Network Augmentation	5,198	4,898	3,387	300	-	-	-
Onslow Power Infrastructure Project	2,450	1,950	57	500	-	-	-
Onslow Power Infrastructure Project - Power Station Upgrade	105,293	1,409	1,409	36,257	46,369	18,452	2,806
Onslow Power Station Network Connection	7,470	1,070	252	-	6,400	-	-
Pilbara Power Project	26,087	10,614	10,614	15,261	166	46	-
Pilbara Underground Power Project	223,572	172,526	32,416	29,523	21,523	-	-
COMPLETED WORKS							
Major Projects							
Murchison Radio Observatory Power Station ^(a)	15,724	15,724	11,730	-	-	-	-
Onslow Temporary Generation	2,839	2,839	186	-	-	-	-
South Hedland Site and Transmission Works	134,776	134,776	16,149	-	-	-	-
Other Works - Esperance LED Streetlights	3,435	3,435	2,911	-	-	-	-
Regularisation							
Aboriginal and Remote Community Power Supply Project - Phase 2	26,505	26,505	2,445	-	-	-	-
Total Cost of Asset Investment Program	1,075,380	728,508	146,326	127,833	113,850	59,913	45,276
FUNDED BY							
Capital Appropriation			8,744	-	31,800	-	-
Borrowings			68,534	58,984	42,812	38,236	39,000
Internal Funds and Balances			31,248	5,629	(38,242)	21,677	6,276
Other ^(b)			5,300	39,220	61,480	-	-
Drawdowns from Royalties for Regions Fund ^(c)			32,500	24,000	16,000	-	-
Total Funding			146,326	127,833	113,850	59,913	45,276

(a) Funded from the Royalties for Regions Fund.

(b) Grant from Department of State Development.

(c) Regional Infrastructure and Headworks Fund.

Synergy

Part 7 Treasurer; Minister for Energy; Citizenship and Multicultural Interests

Asset Investment Program

Over the forward estimates period Synergy will spend \$189.8 million on its Asset Investment Program, broadly allocated to generation, retail and corporate programs.

Generation

A total of \$141.4 million will be spent on Synergy's generation portfolio which utilises coal, gas, liquid fuel and renewable energy sources. Major items include:

- \$50.6 million for various projects at its Kwinana Power Station site, including:
 - \$33.1 million on compliance works for rehabilitation and shared services costs in order to support other generation infrastructure located at the Kwinana site following the retirement of the Kwinana Power Station;
 - \$10.1 million on sustaining works for civil, structural and other remediation works to the cooling water system; and
 - \$7.4 million on various other works, with the largest single item being expenditure on a 22 kilovolt system replacement.
- \$45.7 million for projects to support safety, reliability, efficiency and environmental targets at its Muja C and D Power Station, which includes:
 - \$5.6 million to install additional generator step up transformer capability;
 - \$5.6 million for the construction of a fly ash dam lift;
 - \$5 million for the replacement of a bottom ash hopper on Units 5 and 6; and
 - \$29.5 million for other items such as a cylinder diaphragm replacement, high temperature component replacements, economiser elements and a spindle refurbishment.
- \$20.5 million is allocated for works to improve Synergy's gas turbine reliability and security of supply, including:
 - \$12.3 million for the Pinjar Gas Turbines, including \$5.8 million for the procurement and installation of a rotor on Pinjar Gas Turbine Unit 10, \$4 million for the upgrade of Pinjar Gas Turbine Stage C and \$2.5 million for outage spares; and
 - \$8.1 million on the Cockburn Gas Turbines, mainly for the purchase of strategic spares.
- \$24.6 million is allocated for various projects to deliver effective operations and management of Synergy's generation portfolio. Key projects within this total include:
 - \$6.7 million at its Collie Power Station, with the major expenditure items being \$2.9 million to upgrade a fire ring main and \$1.1 million to upgrade the cooling tower fire water piping; and
 - \$17.9 million on its Other Generation Infrastructure Projects, including \$7.7 million for the replacement of the cooling tower at the Muja A and B Power Station, \$4.5 million for control systems on Synergy's open cycle gas turbines, \$3.7 million to complete the Core Systems Improvement project and \$2 million for a switchboard replacement at Denham wind diesel plant.

Retail

A total of \$18.2 million has been allocated to various information technology projects to support the development of new products and services to better serve Synergy's more than one million customers.

Corporate

A total of \$30.1 million has been allocated for the replacement of a number of finance and human resources systems and processes to better manage Synergy's financial position, workforce planning and management requirements, as well as ongoing information technology capital expenditure requirements.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Corporate							
Asset Replacement Program and Critical Core Server							
Disaster Recovery	41,619	18,219	13,537	8,400	5,000	5,000	5,000
Business Systems Replacement	17,561	13,216	8,382	1,960	1,995	195	195
Property Plant and Equipment	4,120	1,730	1,220	660	610	560	560
Generation							
Cockburn Gas Turbine	19,185	11,040	2,640	2,995	-	100	5,050
Collie Power Station.....	20,490	13,793	4,060	5,246	-	776	675
Kwinana Power Station	54,696	4,051	354	10,785	17,232	19,016	3,612
Muja C and D Power Station	111,071	65,379	13,732	18,728	13,584	7,260	6,120
Other Generation Infrastructure Projects.....	56,106	38,185	19,675	15,769	2,051	50	51
Pinjar Gas Turbine	20,416	8,096	1,775	3,720	4,600	4,000	-
Retail - System Enhancements	35,955	17,740	6,968	4,715	4,500	4,500	4,500
Total Cost of Asset Investment Program.....	381,219	191,449	72,343	72,978	49,572	41,457	25,763
FUNDED BY							
Internal Funds and Balances.....			72,343	72,978	49,572	41,457	25,763
Total Funding.....			72,343	72,978	49,572	41,457	25,763

Western Power Networks

Part 7 Treasurer; Minister for Energy; Citizenship and Multicultural Interests

Asset Investment Program

Electricity plays an essential role in the economic development of the State and improving the living standards of the community. Western Power's focus is to provide customers with access to safe, reliable and affordable electricity.

As part of Western Power's Access Arrangement submission and approvals process, the Economic Regulation Authority (ERA) undertakes a rigorous review of Western Power's forecast expenditure. This process ensures that there is demonstrable need for the investments proposed by Western Power, and that the investments are efficient.

On 29 November 2012, the ERA released its final determination on Western Power's third Access Arrangement for the period of 1 July 2012 to 30 June 2017. As part of its regulatory role, the ERA sets service performance targets, network tariffs and charges for Western Power that are in the best interests of the customer. From 1 July 2018, Western Power's revenue to recover forward looking investment and service delivery will be overseen by the Australian Energy Regulator (AER), subject to the passage of legislation through State Parliament. This process will see a 12 month gap between the end of the current Access Arrangement period and the start of Western Power's first regulatory determination period under the AER. To manage this transition, Western Power's revenue and expenditure requirements in this gap year (1 July 2017 to 30 June 2018) will be administered by the State Government.

Western Power applies a risk based investment prioritisation methodology, coupled with a zone based delivery approach, to maximise reduction in network risk for a given level of investment. The zone based approach includes targeting specific zones, discrete high risk assets or standalone programs. The program is currently applied to Western Power's overhead distribution assets which represent the highest proportion of network expenditure and are considered to be the highest risk assets. Western Power's level of investment in the network aims to maintain a safe and reliable supply of electricity whilst minimising growth in network tariffs.

Western Power is expected to achieve its service performance targets and the majority of the outcomes planned in the third Access Arrangement, and will invest \$574.4 million in 2016-17 to progress towards delivering the following high level outcomes:

Safety - Our Most Important Priority

The safety of the community and its staff is, and will remain, Western Power's most important priority. In recognition of this, Western Power will commit \$304.3 million in 2016-17 to continue a number of important safety programs, including:

- pole management, including \$151.5 million on:
 - replacement and reinforcement of wood poles, recognising the potential public safety and property risk associated with pole failures; and
 - replacement of wood pole cross arms to mitigate consequences of cross arm failure, including the ignition of pole top fires; and
- \$141.6 million on conductor management and bushfire mitigation projects. Conductors pose a high public safety risk, as an incident where a wire is down has the potential to cause a fatality, electric shock and/or fire. This program will undertake priority maintenance, repair and replacement of aged and deteriorated overhead conductors and underground cables in order to address this risk.

Enhancing the Customer Experience

To deliver benefits to both customers and local government authorities, Western Power will invest \$22.6 million in the State Underground Power Program in 2016-17. The partnership between the State Government, Western Power and participating local governments is currently constructing underground powerlines in the suburbs of Ardross East, Melville South and Pinjarra Town Centre and construction is planned for Bicton North and Albany Town Centre during 2016.

To maintain customer service levels, a total of \$65 million has been allocated for asset replacement in 2016-17 for transmission and distribution assets such as transformers, circuit breakers and surge arrestors. Key investment in this area is primarily targeted at improving reliability in some of the worst performing hotspots including Swan Hills, Western Rainbow Coast (Denmark/Walpole), Greater Bridgetown and Gnowangerup to Ravensthorpe.

Western Power anticipates that, in the medium-term, new technologies will see a shifting of value from the traditional electricity supply chain to providers of new products and potential modularisation of the network. Western Power is actively assessing these technologies to fully understand their potential impacts on critical network performance characteristics and how the network can evolve in response to change.

Reforms to the Electricity Industry

The Western Australian electricity market is undergoing significant reform via the State Government's Electricity Market Review. For Western Power, the most significant recommendation arising from the review is the proposed transition of its economic regulation to the AER. In considering the AER benchmarking methodology, and assessing the performance of its national peers, further improvements will be required within Western Power to perform as a top quartile Australian electricity network business. Achieving a top quartile business performance will require refinement of asset strategies, with a focus on maximising value for money and efficiency of asset investment in the context of risk management, safety and network reliability. Western Power's first submission to the AER is due in April 2017.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Capitalised Borrowing Costs	66,572	58,738	2,539	1,607	1,755	2,130	2,342
Government Initiative							
State Underground Power Program.....	158,747	80,577	15,624	22,625	17,484	18,545	19,516
Growth							
Major Projects - Mid West Energy Project.....	408,655	407,746	10,973	909	-	-	-
Other Asset Investment							
Emerging Technology	4,952	4,951	4,951	-	-	-	-
Motor Vehicle Fleet and Mobile Plant.....	220,422	108,468	11,668	34,775	24,961	25,562	26,656
System Management	8,305	7,717	276	588	-	-	-
Safety							
Bushfire Mitigation.....	82,180	62,136	1,981	4,879	4,909	5,061	5,195
Conductor Management	941,484	353,946	115,036	136,731	163,894	139,296	147,617
Connection Management	198,914	152,997	21,847	11,176	11,247	11,593	11,901
Pole Management	1,735,793	1,045,611	232,170	151,532	181,962	166,670	190,018
Security - Thermal Management	25,623	1,236	266	740	4,498	17,558	1,591
Service							
Business Support and Information Technology	423,842	172,765	48,566	59,158	59,385	64,928	67,606
Corporate Real Estate	154,293	62,452	18,257	26,346	27,707	21,623	16,165
Metering.....	169,592	69,031	28,997	38,086	20,202	20,992	21,281
Regulatory Compliance	135,725	76,052	12,070	15,267	17,542	13,735	13,129
Reliability Driven Asset Replacement	557,757	234,926	63,943	64,986	96,680	92,197	68,968
COMPLETED WORKS							
Growth							
Distribution							
Capacity Expansion.....	145,762	145,762	30,083	-	-	-	-
Customer Access	667,190	667,189	143,848	-	-	-	-
Transmission							
Capacity Expansion.....	67,783	67,783	19,422	-	-	-	-
Customer Driven.....	94,107	94,106	12,121	-	-	-	-
NEW WORKS							
Security - Voltage and Fault Level Management.....	36,458	-	-	4,991	8,449	5,149	17,869
Total Cost of Asset Investment Program.....	6,304,156	3,874,189	794,638	574,396	640,675	605,039	609,854
FUNDED BY							
Borrowings.....			256,317	14,575	(642)	4,526	18,545
Internal Funds and Balances.....			538,321	559,821	641,317	600,513	591,309
Total Funding.....			794,638	574,396	640,675	605,039	609,854

Western Power Provisions

Part 7 Treasurer; Minister for Energy; Citizenship and Multicultural Interests

Asset Investment Program

Western Power is committed to connecting customers and investing in infrastructure to support the State, with \$272.9 million allocated in 2016-17 for customer driven works. This provision is separate to the remainder of Western Power's Asset Investment Program (AIP) in recognition of the inherent uncertainty in forecasting customer demand requirements. The allocation is transferred to Western Power's budget upon demonstration of project commitments, including either contractual commitments with customers, or demonstrated receipt of customer contributions.

Western Power is planning to invest \$87.9 million in capacity expansion to facilitate customers connecting to the transmission and distribution networks in 2016-17. Significant projects include:

- installation of a third transformer at Meadow Springs to address capacity constrained load in Mandurah and Bunbury;
- installation of a 132 kilovolt transformer, converting from 66 kilovolt to 132 kilovolt, at Busselton Substation where the forecast load will exceed the substation's planned capacity;
- installation of a 132 kilovolt double circuit from Mandurah to Pinjarra to address thermal constraints on the Mandurah-Pinjarra line and future load growth;
- a new CBD substation at Bennett Street to accommodate the decommissioning of at risk assets in East Perth, Wellington Street and Forrest Avenue; and
- continuation from 2015-16 of the installation of a new 132 kilovolt transmission cable in the Perth CBD between the Hay Street and Milligan Street substations.

Western Power is required under the Electricity Networks Access Code 2004 to use all reasonable endeavours to provide access to customers and fund the cost of network augmentations where they meet specified investment criteria. As the drivers to invest in growth related projects are externally driven, variations to forecast level of expenditure will be met by bringing forward expenditure from future periods in line with the approved capital expenditure funding mechanism, or if required, submitting a business case to the State Government to secure the required capital expenditure.

Transmission customer driven works include expanding or reinforcing the network to connect new customer loads or generators. In 2016-17 Western Power is forecasting \$25.5 million for substation upgrades, new connections and line relocations.

Distribution customer driven works typically reflect a large number of small projects to facilitate customer requests for connection to the network. Western Power is forecasting a spend of \$159.4 million in 2016-17 for meeting customer requests for new or modified distribution connections, network expansion, subdivisions and distribution asset relocations.

As part of the 2015-16 Mid-year Review, Cabinet approved an efficiency measure which involved a reduction of \$120 million in Western Power's growth-related AIP across the forward estimates. The efficiency specifically reflects a reduction in growth-related AIP of \$60 million in 2015-16 and \$20 million per annum over the period 2016-17 to 2018-19. Through the 2016-17 Budget process, Western Power has allocated the efficiency measure and realised additional savings across distribution and transmission capacity expansions and customer driven works occurring in 2015-16.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
NEW WORKS							
Growth							
Distribution							
Capacity Expansion.....	225,778	-	-	61,856	63,597	63,993	36,332
Customer Driven.....	654,978	-	-	159,421	160,427	165,366	169,764
Transmission							
Capacity Expansion.....	108,233	-	-	26,077	23,823	25,487	32,846
Customer Driven.....	108,124	-	-	25,503	26,904	27,493	28,224
Total Cost of Asset Investment Program.....	1,097,113	-	-	272,857	274,751	282,339	267,166
FUNDED BY							
Borrowings.....			-	259,282	257,167	266,606	253,495
Internal Funds and Balances.....			-	13,575	17,584	15,733	13,671
Total Funding.....			-	272,857	274,751	282,339	267,166

Part 8
Minister for State Development; Finance

Summary of Portfolio Appropriations

Page	Agency	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
	State Development			
	– Delivery of Services.....	37,682	33,981	37,902
	– Administered Grants, Subsidies and Other Transfer Payments ...	20,961	17,575	17,782
	Total.....	58,643	51,556	55,684
	Finance			
	– Delivery of Services.....	208,249	188,932	177,783
	– Administered Grants, Subsidies and Other Transfer Payments ...	285,896	292,235	277,888
	– Capital Appropriation.....	86,365	84,268	29,109
	Total.....	580,510	565,435	484,780
	Office of the Government Chief Information Officer			
	– Delivery of Services.....	3,370	3,370	3,387
	– Administered Grants, Subsidies and Other Transfer Payments ...	5,429	5,429	5,632
	Total.....	8,799	8,799	9,019
	GRAND TOTAL			
	– Delivery of Services.....	249,301	226,283	219,072
	– Administered Grants, Subsidies and Other Transfer Payments ...	312,286	315,239	301,302
	– Capital Appropriation.....	86,365	84,268	29,109
	Total.....	647,952	625,790	549,483

Division 35 State Development

Part 8 Minister for State Development; Finance

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 67 Net amount appropriated to deliver services	34,582	36,773	33,072	36,975	30,880	30,814	30,903
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	670	909	909	927	927	944	944
Total appropriations provided to deliver services.....	35,252	37,682	33,981	37,902	31,807	31,758	31,847
ADMINISTERED TRANSACTIONS							
Item 68 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	17,299	20,961	17,575	17,782	19,359	19,359	19,359
TOTAL APPROPRIATIONS	52,551	58,643	51,556	55,684	51,166	51,117	51,206
EXPENSES							
Total Cost of Services.....	41,946	55,468	43,540	50,335	39,129	35,462	34,551
Net Cost of Services ^(a)	39,678	54,222	41,754	48,735	37,529	33,862	32,951
CASH ASSETS ^(b)	25,297	10,129	18,700	12,586	11,052	11,140	11,319

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
2016-17 Streamlined Budget Process Incentive Funding	-	365	-	-	-
Oakajee Narngulu Infrastructure Corridor	-	330	210	-	-
Onslow Power Infrastructure Upgrade	5,300	39,220	61,480	-	-
Revised 1.5% Public Sector Wages Policy	-	(10)	(201)	(390)	(592)
Royalties for Regions - Brand WA.....	150	535	-	-	-

Significant Issues Impacting the Agency

- The effect of lower mineral and petroleum prices is now flowing through to the deferral of major new projects such as the Browse Floating Liquefied Natural Gas (LNG) development and the Anketell port and rail project.
- At the same time, major new resource projects such as the Roy Hill iron ore project and the Gorgon LNG project have commenced production. This has increased Western Australia’s export volumes.
- Employment in the mining and petroleum sectors has decreased due to mine closures, productivity improvements and projects moving from construction phase to production (resource projects require more workers during construction than when they are operational).
- The Department has increased its focus on agricultural investments and exports and identifying new markets for Western Australia’s goods and services. Additional trade and investment officers were engaged in Indonesia, India and Singapore and additional focus given to agriculture in offices in Japan, China and the Middle East.
- On 2 March 2016, the State Government announced the establishment of a new Agribusiness Expansion Unit within the Department, led by Rob Delane, former Director General of the Department of Agriculture and Food. The Unit will enhance the Government’s efforts in export market development and foreign investment attraction, and offer support to major agriculture and associated infrastructure projects.
- The Department continues to ensure that land and infrastructure is available for future project development. This is achieved, in part, by creating and managing strategic industrial areas throughout Western Australia that are suitable for new industrial activities and supporting multi-user access to strategic infrastructure such as ports and rail. The Department has applied land use planning to minimise the encroachment of sensitive land uses.
- Western Australia is becoming a major global LNG producer, with production capacity expected to more than double from 20.6 million tonnes a year in 2015 to almost 50 million tonnes a year in 2018. The State’s rising prominence in the global LNG industry is signified by Perth hosting the LNG18 conference in April 2016. The Department led the State Government’s involvement in LNG18.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
State Building – Major Projects: Building strategic infrastructure that will create jobs and underpin Western Australia’s long-term economic development.	Leadership to drive responsible development for Western Australia’s future, balancing: <ul style="list-style-type: none"> • economic impacts; • social impacts, including: <ul style="list-style-type: none"> - Indigenous; and - heritage; • environmental impacts; and • long- and short-term consequences. 	1. Industry Development and Investment Facilitation

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Industry Development and Investment Facilitation	41,946	55,468	43,540	50,335	39,129	35,462	34,551
Total Cost of Services	41,946	55,468	43,540	50,335	39,129	35,462	34,551

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Leadership to drive responsible development for Western Australia's future, balancing:					
• economic impacts;					
• social impacts, including:					
- Indigenous; and					
- heritage;					
• environmental impacts; and					
• long- and short-term consequences.					
Extent to which agreed milestones for projects where the Department is the lead agency are achieved within the reporting period	75%	85%	75%	85%	
Extent to which State Agreement proponents comply with their reporting obligations and meet the Agreement objectives	95%	95%	95%	95%	

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

Services and Key Efficiency Indicators

1. Industry Development and Investment Facilitation

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

Products and services include:

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	41,946	55,468	43,540	50,335	1
Less Income	2,268	1,246	1,786	1,600	
Net Cost of Service	39,678	54,222	41,754	48,735	
Employees (Full Time Equivalents).....	159	153	153	148	
Efficiency Indicators					
Average Cost per Project Facilitated	\$458,000	\$497,153	\$464,000	\$491,500	1
Average Cost per Identified Major State Initiative	\$3,531,800	\$5,227,200	\$4,043,750	\$4,267,600	1

Explanation of Significant Movements

(Notes)

1. The movement in Total Cost of Service between the 2015-16 Budget, 2015-16 Estimated Actual and 2016-17 Budget Target is largely driven by repositioning of approved funding to match revised expenditure profiles (see commentary on the Financial Statements – Expenses). All Major State Initiative projects have finite budget allocations and the actual call on those funds is irregular and dependant on project milestones. This uncertainty in regard to timing requires close monitoring of project spending forecasts. The efficiency measures incorporate allocation of 100% of the Department's Total Cost of Services, which includes both direct and indirect project expenses.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Information and Communication Technology							
Replacement							
Perth Office.....	95	30	20	15	15	15	20
Overseas Offices	170	60	20	10	45	30	25
Replacement of Multi-Function Devices - Perth Office	110	10	10	100	-	-	-
NEW WORKS							
Motor Vehicles							
Motor Vehicle Replacement 2016-17.....	110	-	-	110	-	-	-
Motor Vehicle Replacement 2017-18.....	165	-	-	-	165	-	-
Motor Vehicle Replacement 2019-20.....	65	-	-	-	-	-	65
Total Cost of Asset Investment Program.....	715	100	50	235	225	45	110
FUNDED BY							
Drawdowns from the Holding Account.....			50	235	225	45	110
Total Funding.....			50	235	225	45	110

Financial Statements

Income Statement

Expenses

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

Total expenses increase by \$6.8 million (15%) from the 2015-16 Estimated Actual to the 2016-17 Budget Estimate, primarily driven by:

- ongoing major State initiative projects that have expected expenditure profiles amounting to an additional \$4.9 million in 2016-17 compared to 2015-16. All budgeted expenditure is re-assessed against project imperatives/milestones prior to a spending commitment being made; and
- heritage site identification surveys as required in the Burrup Maitland Industrial Estate Agreement profiled at \$1.4 million in 2016-17.

Income

Service appropriations are forecast to increase from \$34 million in 2015-16 to \$37.9 million in 2016-17 (12%). An amount of \$3.5 million is profiled to be drawn down from the Royalties for Regions fund in 2016-17 in respect to the Bunbury to Albany Gas Pipeline (\$3 million) and the Brand WA project (\$0.5 million).

One-off funding of \$0.5 million was received from the Department of Planning in 2015-16 for the Oakajee Narngulu Infrastructure Corridor.

External funding of \$1.5 million per annum in accordance with the Ashburton North State Development Agreement (Onslow Community Development Fund (Special Purpose Account)) will commence in 2016-17.

Statement of Financial Position

A decrease in restricted cash represents the use of cash received in prior years for subsequent expenditure through Special Purpose Accounts for the Onslow Community Development Fund held on behalf of the Wheatstone and Macedon projects.

Statement of Cashflows

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

Net movement in cash for 2016-17 is forecast to decrease by \$6.1 million, primarily driven by spending from the Special Purpose Accounts for the Onslow Community Development Fund held on behalf of the Wheatstone and Macedon projects, and the Australia China Natural Gas Technology Partnership Fund.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	21,126	23,283	23,283	22,587	20,846	20,681	20,966
Grants and subsidies ^(c)	10,254	7,392	6,432	5,655	1,900	1,600	1,600
Supplies and services.....	6,364	19,508	8,586	16,825	11,104	7,914	6,711
Accommodation.....	3,102	4,260	4,260	4,260	4,260	4,323	4,333
Depreciation and amortisation.....	94	152	106	142	160	135	132
Other expenses.....	1,006	873	873	866	859	809	809
TOTAL COST OF SERVICES	41,946	55,468	43,540	50,335	39,129	35,462	34,551
Income							
Grants and subsidies.....	750	-	540	-	-	-	-
Other revenue.....	1,518	1,246	1,246	1,600	1,600	1,600	1,600
Total Income	2,268	1,246	1,786	1,600	1,600	1,600	1,600
NET COST OF SERVICES	39,678	54,222	41,754	48,735	37,529	33,862	32,951
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	35,252	37,682	33,981	37,902	31,807	31,758	31,847
Resources received free of charge.....	685	1,116	1,116	1,116	1,116	1,116	1,116
Royalties for Regions Fund:							
Regional Community Services Fund.....	-	-	150	535	-	-	-
Regional Infrastructure and Headworks Fund.....	-	7,000	-	3,000	3,000	1,000	-
TOTAL INCOME FROM STATE GOVERNMENT	35,937	45,798	35,247	42,553	35,923	33,874	32,963
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(3,741)	(8,424)	(6,507)	(6,182)	(1,606)	12	12

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 159, 153 and 148 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Australia China Natural Gas Technology Partnership Fund.....	649	-	-	-	-	-	-
Australian Gas Industry Trust – LNG18 Funding.....	210	-	-	-	-	-	-
Gorgon Gas CO ₂ Injection Project.....	-	100	100	100	100	100	100
Onslow Social Infrastructure Projects:							
Macedon.....	-	4,500	3,000	1,955	-	-	-
Wheatstone.....	9,060	2,792	3,332	2,100	300	-	-
Wheatstone Post End-Construction Projects.....	-	-	-	1,500	1,500	1,500	1,500
Other Grants.....	99	-	-	-	-	-	-
Western Trade Coast Office.....	236	-	-	-	-	-	-
TOTAL	10,254	7,392	6,432	5,655	1,900	1,600	1,600

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	9,572	6,502	9,928	9,598	9,388	9,388	9,475
Restricted cash	14,995	2,897	8,772	2,908	1,500	1,500	1,500
Receivables	385	547	385	385	385	385	385
Other.....	1,264	622	687	687	687	687	687
Total current assets	26,216	10,568	19,772	13,578	11,960	11,960	12,047
NON-CURRENT ASSETS							
Holding account receivables.....	743	770	814	736	686	791	828
Property, plant and equipment.....	223	547	241	334	399	309	287
Restricted cash	730	730	-	80	164	252	344
Other.....	-	71	(74)	(74)	(74)	(74)	(74)
Total non-current assets	1,696	2,118	981	1,076	1,175	1,278	1,385
TOTAL ASSETS	27,912	12,686	20,753	14,654	13,135	13,238	13,432
CURRENT LIABILITIES							
Employee provisions	4,190	4,205	4,166	4,166	4,166	4,166	4,166
Payables	644	2,424	644	644	644	644	644
Other.....	1,036	1,321	418	501	588	679	861
Total current liabilities	5,870	7,950	5,228	5,311	5,398	5,489	5,671
NON-CURRENT LIABILITIES							
Employee provisions	919	1,035	909	909	909	909	909
Other.....	16	5	16	16	16	16	16
Total non-current liabilities	935	1,040	925	925	925	925	925
TOTAL LIABILITIES.....	6,805	8,990	6,153	6,236	6,323	6,414	6,596
EQUITY							
Contributed equity	82,367	82,368	82,367	82,367	82,367	82,367	82,367
Accumulated surplus/(deficit).....	(61,260)	(78,672)	(67,767)	(73,949)	(75,555)	(75,543)	(75,531)
Total equity	21,107	3,696	14,600	8,418	6,812	6,824	6,836
TOTAL LIABILITIES AND EQUITY	27,912	12,686	20,753	14,654	13,135	13,238	13,432

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	35,127	37,515	33,860	37,745	31,632	31,608	31,700
Holding account drawdowns.....	220	140	50	235	225	45	110
Royalties for Regions Fund:							
Regional Community Services Fund.....	-	-	150	535	-	-	-
Regional Infrastructure and Headworks Fund.....	-	7,000	-	3,000	3,000	1,000	-
Receipts paid into Consolidated Account.....	(18,759)	-	-	-	-	-	-
Net cash provided by State Government.....	16,588	44,655	34,060	41,515	34,857	32,653	31,810
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(21,220)	(23,280)	(23,935)	(22,504)	(20,759)	(20,590)	(20,784)
Grants and subsidies.....	(11,449)	(7,392)	(6,432)	(5,655)	(1,900)	(1,600)	(1,600)
Supplies and services.....	(6,843)	(18,562)	(7,640)	(15,879)	(10,158)	(6,968)	(5,765)
Accommodation.....	(3,102)	(4,240)	(4,240)	(4,240)	(4,240)	(4,303)	(4,313)
Other payments.....	(2,015)	(723)	(723)	(716)	(709)	(659)	(659)
Receipts ^(b)							
Grants and subsidies.....	750	-	540	-	-	-	-
GST receipts.....	1,346	-	-	-	-	-	-
Other receipts.....	1,518	1,246	1,246	1,600	1,600	1,600	1,600
Net cash from operating activities.....	(41,015)	(52,951)	(41,184)	(47,394)	(36,166)	(32,520)	(31,521)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(70)	(140)	(50)	(235)	(225)	(45)	(110)
Net cash from investing activities.....	(70)	(140)	(50)	(235)	(225)	(45)	(110)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other proceeds.....	1,165	270	577	-	-	-	-
Net cash from financing activities.....	1,165	270	577	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD.....	(23,332)	(8,166)	(6,597)	(6,114)	(1,534)	88	179
Cash assets at the beginning of the reporting period.....	48,629	18,295	25,297	18,700	12,586	11,052	11,140
Cash assets at the end of the reporting period.....	25,297	10,129	18,700	12,586	11,052	11,140	11,319

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Grants - Australia-China							
Natural Gas Technology Partnership Fund	750	-	-	-	-	-	-
Other	-	-	540	-	-	-	-
GST Receipts							
GST Receipts	1,346	-	-	-	-	-	-
Other Receipts							
Gorgon Gas CO ₂ Injection Project	100	100	100	100	100	100	100
Industry Receipts - Australia-China Natural Gas Partnership Fund	1,050	1,146	1,146	-	-	-	-
Net Loan Receipts - Shire of Ashburton (Wheatstone Project)	1,165	270	577	-	-	-	-
Onslow Community Development Fund - Wheatstone Project	-	-	-	1,500	1,500	1,500	1,500
Other Receipts	368	-	-	-	-	-	-
TOTAL	4,779	1,516	2,363	1,600	1,600	1,600	1,600

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Other							
Appropriations	17,299	20,961	17,575	17,782	19,359	19,359	19,359
Onslow Social and Critical Infrastructure Project (Wheatstone)	13,010	38,283	37,858	64,973	75,580	13,500	36,583
Loan Discount Unwinding	189	234	234	217	217	217	217
TOTAL ADMINISTERED INCOME	30,498	59,478	55,667	82,972	95,156	33,076	56,159
EXPENSES							
Grants to Charitable and Other Public Bodies							
Onslow Social and Critical Infrastructure Funds (Wheatstone)	13,010	38,283	37,858	64,973	75,580	13,500	36,583
Statutory Authorities							
Pilbara Ports Authority - Burrup Port Infrastructure Subsidy	8,202	11,225	7,839	7,775	9,102	9,102	9,102
Water Corporation - Burrup Water System - Subsidy	9,362	9,736	9,736	10,007	10,257	10,257	10,257
Other							
Loan Discounting	-	-	-	946	-	-	-
TOTAL ADMINISTERED EXPENSES	30,574	59,244	55,433	83,701	94,939	32,859	55,942

Agency Special Purpose Account Details

AUSTRALIA-CHINA NATURAL GAS TECHNOLOGY PARTNERSHIP FUND

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	3,966	3,103	3,532	2,805
Receipts:				
Appropriations.....	450	300	300	-
Other	1,050	1,146	1,146	-
	5,466	4,549	4,978	2,805
Payments	1,934	2,590	2,173	1,809
CLOSING BALANCE	3,532	1,959	2,805	996

Division 36 Finance

Part 8 Minister for State Development; Finance

Appropriations, Expenses and Cash Assets

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 69 Net amount appropriated to deliver services	173,661	206,624	187,307	176,158	171,267	164,386	167,300
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,625	1,625	1,625	1,625	1,625	1,625	1,649
Total appropriations provided to deliver services.....	175,286	208,249	188,932	177,783	172,892	166,011	168,949
ADMINISTERED TRANSACTIONS							
Item 70 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	148,030	197,779	195,885	204,210	215,897	229,119	243,133
Amount Authorised by Other Statutes - First Home Owner Grant Act 2000	115,904	88,117	96,350	73,678	73,021	72,435	72,179
CAPITAL							
Item 149 Capital Appropriation.....	15,353	86,365	84,268	29,109	13,442	4,534	-
TOTAL APPROPRIATIONS	454,573	580,510	565,435	484,780	475,252	472,099	484,261
EXPENSES							
Total Cost of Services.....	1,379,285	1,209,349	1,251,060	1,359,762	1,232,173	1,119,139	1,016,310
Net Cost of Services (a)	218,829	217,050	198,971	188,321	183,381	176,432	179,484
CASH ASSETS (b)	73,792	178,672	75,726	96,345	117,525	132,922	148,119

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
90-Day Regulatory Mapping Projects	-	360	360	360	-
Agency Expenditure Review					
Reallocation of Savings to Address New Funding Model for Government					
Office Accommodation	-	9,492	8,303	7,806	7,958
Reallocation of Savings to Address New Funding Model for					
Whole-of-Government Services	-	4,564	4,210	3,902	4,024
Revised Building Maintenance Turnover Forecasts	2,000	5,100	5,100	5,100	5,100
Revised Capital Works Turnover Forecasts	54,000	275,000	208,000	105,000	(800)
Savings Outcomes	(11,994)	(13,377)	(10,196)	(13,338)	(13,282)
Targeted Voluntary Separation Scheme	(3,700)	(3,800)	(3,900)	(4,000)	(4,000)

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Devolution of Oracle E-Business Maintenance Costs	(3,343)	(3,372)	(3,400)	(3,432)	(3,462)
Government Office Accommodation - Backfill of Westralia Square and Level 30 David Malcolm Justice Centre	-	2,100	-	-	-
Resolution of Native Title in the South West of Western Australia.....	-	1,073	-	-	-
Revised 1.5% Public Sector Wages Policy	-	(43)	(872)	(890)	-
Revision of Lease Costs for Government Office Accommodation Turnover....	18,350	5,885	32,071	34,210	34,210
Revision to Indexation for Non-Salary Expenses	-	(162)	(422)	(631)	-
Royalties for Regions - Regional Workers Incentive Allowance Payments	(11)	-	-	-	-
State Fleet – Reduction in Fleet Turnover	(9,499)	(9,684)	(9,805)	(10,005)	(10,005)
State Revenue - Increased Resources	788	1,706	1,910	1,954	2,003
Sunset Transformation Strategy	(980)	1,135	109	200	400
Transfer of Funding to the Economic Regulation Authority.....	-	(450)	-	-	-
Transfer of Funding to the Office of the Government Chief Information Officer Operating Expenses	(2,700)	(2,700)	(2,700)	-	-
Temporary Transfer of the Information and Communication Technology Policy Team.....	(670)	(687)	(704)	-	-

Significant Issues Impacting the Agency

- In 2016-17, the Department will progress a significant program of change to the way its services are delivered. These changes will implement recommendations from the Agency Expenditure Review and deliver savings to Government. This will involve significant reform for Building Management and Works, Government Procurement and Corporate Services.

Economic Reform

- Economic Reform will further advance the Reinvigorated Regulatory Reform Plan in 2016-17, with a particular focus on substantial reforms that can support economic growth and on quantifying the benefits of change. This will include targeted reviews and regulatory mapping projects to promote economic growth and alleviate the main regulatory burdens on business activity.
- Support will be provided to agencies in considering appropriate Government policies in light of and in preparation for major innovations and disruptions in the economy. This will include guiding agencies on changes to regulations as well as assessing transition assistance options to support important regulatory reforms.
- Economic Reform will continue to collaborate with other government agencies to reduce red tape and help deliver the Government's 2016 Repeal Week and Red Tape Reduction Report Card.

State Revenue

- In 2016-17, State Revenue will train additional compliance and taxation staff. Additional funding was provided to address the workload and improve compliance efforts. The additional staff will also improve customer service delivery by reducing assessment timeframes.
- An ongoing program to consolidate and enhance State Revenue's revenue collection and grants administration systems will continue into 2016-17. The five year capital funded Revenue Systems Consolidation and Enhancement Program will improve duties lodgements and assessments, expand online services and enhance debt management processes.

Government Procurement

- Government Procurement, through its State Fleet unit, continues to implement measures to reduce the size and cost of the vehicle fleet. Savings strategies such as reductions in agencies' low-use vehicles and agency fleet caps are on track to exceed the June 2018 final target.
- Government Procurement is undertaking a transformation program, which will enable it to focus on more complex and higher value procurements to reduce risk. This includes a focus on providing agencies with policies, frameworks and tools to assist them in procurement, as well as educational programs to build skills and capability.

Building Management and Works

- From 1 July 2016, Building Management and Works will change the way it funds its operations and the delivery of capital works projects on behalf of government agencies. The new funding model will provide greater transparency over project costs, be more responsive to changes in the non-residential building program, and reflect an efficient cost of service to client agencies.
- A portfolio based approach to the management of government-owned and leased office accommodation will be leveraged to achieve greater value-for-money. Opportunities presented from innovative approaches in the workplace, such as activity based working, are being pursued in light of new digital technologies and favourable market lease incentives.
- Improved asset management will reach a milestone with the implementation of a contemporary framework for the provision of maintenance services in the metropolitan area and Peel region from 1 July 2016. The new contract will place an increased emphasis on the collection of building related information, enabling more strategic decision-making at both an agency and portfolio level, providing the basis for longer-term reforms.

Public Utilities Office

- The Public Utilities Office will continue to progress Phase Two of the Electricity Market Review, involving development and implementation of major reforms to the electricity sector in accordance with recommendations outlined by the Electricity Review Options Paper from Stage One of the review. A critical element is the introduction of draft legislation to Parliament to transfer the regulation of the Western Power electricity network and regulated gas pipelines to the national energy regulation framework. Collectively, the Electricity Market Review reforms are expected to markedly reduce costs in the electricity sector.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Financial and Economic Responsibility: Responsibly managing the State's finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector.	Due and payable revenue is collected and eligible grants, subsidies and rebates paid.	1. Revenue Assessment and Collection, and Grants and Subsidies Administration
	A sustainable, efficient, secure and affordable energy sector.	5. Development and Implementation of Energy Policy and Economic Reform; Assessment of Proposed Policy Changes and the Impact on Regulatory Functions
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Value for money from public sector procurement.	2. Development and Management of Common Use Contract Arrangements, State Fleet Leasing and Disposal, and Providing Facilitation Service for Agency Specific Contracts
	Efficient and effective Corporate Services to Client Agencies.	3. Corporate Services to Client Agencies
State Building – Major Projects: Building strategic infrastructure that will create jobs and underpin Western Australia's long-term economic development.	Value for money from the management of the Government's non-residential buildings and public works.	4. Leads the Planning, Delivery, Management and Maintenance of Government Buildings, Projects and Office Accommodation

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Revenue Assessment and Collection, and Grants and Subsidies Administration....	56,418	58,380	58,419	61,053	61,945	62,296	63,659
2. Development and Management of Common Use Contract Arrangements, State Fleet Leasing and Disposal, and Providing Facilitation Service for Agency Specific Contracts.....	106,480	131,804	110,130	108,573	107,132	106,089	106,600
3. Corporate Services to Client Agencies	7,265	7,315	7,642	6,809	6,573	6,615	6,591
4. Leads the Planning, Delivery, Management and Maintenance of Government Buildings, Projects and Office Accommodation.....	1,187,963	973,503	1,041,521	1,153,898	1,030,630	923,441	818,969
5. Development and Implementation of Energy Policy and Economic Reform; Assessment of Proposed Policy Changes and the Impact on Regulatory Functions	21,159	38,347	33,348	29,429	25,893	20,698	20,491
Total Cost of Services	1,379,285	1,209,349	1,251,060	1,359,762	1,232,173	1,119,139	1,016,310

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Due and payable revenue is collected and eligible grants, subsidies and rebates paid:					
Extent to which due revenue is collected.....	90%	91%	90%	90%	
Extent to which correct grants, subsidies and rebates are paid.....	99.9%	100%	100%	100%	
Outcome: Value for money from public sector procurement:					
Profitability of the State's light vehicle fleet (\$'000)	\$11,495	\$10,176	\$14,947	\$13,457	1
Extent to which client agencies agree that their agency contracts and common use contract arrangements achieved value for money	87%	90%	93%	90%	
Outcome: Value for money from the management of the Government's non-residential buildings and public works:					
Percentage of significant projects in the New Buildings program delivered within 10% of approved budget.....	100%	100%	100%	100%	
Outcome: A sustainable, efficient, secure and affordable energy sector:					
The extent to which policy and program development objectives for the year are achieved.....	95%	100%	95%	100%	

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

Explanation of Significant Movements

(Notes)

1. The increase in profitability relative to the 2015-16 Budget is due to a reduction in fleet costs from a better than targeted reduction in the overall fleet size and agencies continued practice to restructure vehicle leases to longer lease terms.

Services and Key Efficiency Indicators

1. Revenue Assessment and Collection, and Grants and Subsidies Administration

The assessment and collection of a range of statutory based revenue, including duties, land tax and payroll tax, and those that are collected on behalf of other agencies (for example, Perth Parking Licence fees on behalf of the Department of Transport) or other jurisdictions (for example, collection of a range of taxes for the Commonwealth in the Indian Ocean Territories). State Revenue is also involved in the assessment and payment of a range of grants and subsidies under both statutory and administrative schemes. The major payments relate to the First Home Owner Grant scheme, as well as concessions on water rates, local government rates and the emergency services levy for pensioners and seniors.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 56,418	\$'000 58,380	\$'000 58,419	\$'000 61,053	
Less Income.....	3,575	5,168	4,889	5,183	
Net Cost of Service.....	52,843	53,212	53,530	55,870	
Employees (Full Time Equivalents).....	306	356	353	360	
Efficiency Indicators					
Cost per \$100 of Revenue Raised.....	\$0.71	\$0.68	\$0.71	\$0.71	
Average Cost per Application/Claim Processed.....	\$11.85	\$12.17	\$11.52	\$11.41	

2. Development and Management of Common Use Contract Arrangements, State Fleet Leasing and Disposal, and Providing Facilitation Service for Agency Specific Contracts

The Department provides a whole-of-government approach to procurement that efficiently meets the business needs of Government agencies, manages risk and delivers value-for-money.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 106,480	\$'000 131,804	\$'000 110,130	\$'000 108,573	1
Less Income.....	80,938	99,099	84,978	85,200	2
Net Cost of Service.....	25,542	32,705	25,152	23,373	
Employees (Full Time Equivalents).....	296	346	295	295	3
Efficiency Indicators					
Cost of Facilitating the Development and Management of Agency Specific Contracts as a Percentage of the Contract Award Value.....	2.1%	2.2%	1.6%	2%	
Average Administrative Cost per Vehicle for Financing and Managing the State Fleet Service.....	\$95	\$100	\$101	\$102	
Cost of Developing and Managing Whole-of-Government Common Use Contract Arrangements as a Percentage of the Total Annual Value of Purchases Through the Arrangements.....	1.6%	2.2%	1.6%	1.5%	

Explanation of Significant Movements

(Notes)

- Operational costs for the State's vehicle fleet has reduced through better than targeted reduction in the overall fleet size and agencies continuing to restructure vehicle leases for longer terms. This reduced expense has now been included in forecasts for 2016-17. The reduction from 2015-16 Budget to 2015-16 Estimated Actual also includes the impact of the Agency Expenditure Review and the devolution of Oracle E-Business maintenance costs to agencies.
- The recoup of operational costs from agencies has reduced in line with the above expense reductions.
- The reduction in Full Time Equivalents (FTEs) is due to the Agency Expenditure Review process.

3. Corporate Services to Client Agencies

These services include corporate services directly provided by the Department to support the outcomes and activities of the Department of Treasury and the Office of the Government Chief Information Officer.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service ^(a)	\$'000 7,265	\$'000 7,315	\$'000 7,642	\$'000 6,809	1
Less Income.....	28	-	-	-	
Net Cost of Service.....	7,237	7,315	7,642	6,809	
Employees (Full Time Equivalents).....	40	37	34	33	

(a) The 2014-15 Actual and the 2015-16 Budget included services to the Department of Treasury only. The Office of the Government Chief Information Officer commenced operations from 1 July 2015.

Explanation of Significant Movements

(Notes)

- The reduction in Total Cost of Service between 2015-16 Estimated Actual to 2016-17 Budget Target is due to savings from the Agency Expenditure Review process.

4. Leads the Planning, Delivery, Management and Maintenance of Government Buildings, Projects and Office Accommodation

Leads the planning, delivery and management of a property portfolio that supports the delivery of government services to the community; including the delivery of new building works, maintenance programs for existing buildings and office accommodation.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 1,187,963	\$'000 973,503	\$'000 1,041,521	\$'000 1,153,898	1
Less Income.....	1,075,784	887,687	961,856	1,080,620	1
Net Cost of Service.....	112,179	85,816	79,665	73,278	
Employees (Full Time Equivalents).....	475	438	409	397	2
Efficiency Indicators					
Percentage of Significant Projects in New Buildings Program Delivered within Three Months of Approved Timeframe.....	96%	90%	100%	90%	
Percentage of Maintenance Services Delivered within 10% of Approved Timeframe.....	75.4%	80%	76%	80%	
Average Office Accommodation Floor Space per Work Point.....	15.3m ²	15m ²	15.3m ²	15m ²	

Explanation of Significant Movements

(Notes)

- Fluctuations in the Total Cost of Service and income relate to the forecast movements in the whole-of-government non-residential building program.
- The reduction in FTEs is due to the Agency Expenditure Review process.

5. Development and Implementation of Energy Policy and Economic Reform; Assessment of Proposed Policy Changes and the Impact on Regulatory Functions

The delivery of energy policy and programs that enable the Public Utilities Office to perform its role as a change agent leading development and implementation of policy to meet the State's energy needs and advice to government on national and state economic issues and reforms and assessment of the impact and adequacy of proposed regulation.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	21,159	38,347	33,348	29,429	1
Less Income.....	131	345	366	438	
Net Cost of Service.....	21,028	38,002	32,982	28,991	
Employees (Full Time Equivalents).....	74	79	84	80	
Efficiency Indicators					
Average Cost of Policy/Project Development ^(a)	\$20,228	\$30,029	\$24,922	\$22,687	2
Percentage of Regulatory Impact Statements Assessed within Agreed Timeframes.....	100%	90%	100%	90%	

(a) The Average Cost of Policy/Project Development replaces and is an amalgamation of the Average Cost of Routine Energy Policy and Program Tasks and the Average Cost of Energy Policy Projects and Programs which were used in prior years.

Explanation of Significant Movements

(Notes)

1. Movements in the Total Cost of Service relate to the timing of funding for the Electricity Market Review.
2. The total number and cost of projects was anticipated to increase for 2015-16 due to the impacts of the Electricity Market Review, however improved project management and cost reductions have achieved lower average costs.

Asset Investment Program

- Of the \$142.2 million in funding provided for in the Asset Investment Program during 2016-17, \$80 million is for vehicle acquisitions. The vehicle acquisition program is managed by State Fleet which facilitates the purchase, servicing and disposal of vehicles for the State Government.
- A total of \$4.4 million in 2016-17 for Lease Incentive Funded – Office Fit-outs to recognise the capital works associated with government accommodation leases.
- Funding for the Master Planning Strategy includes the restoration work at Dumas House and the continued redevelopment of the St Georges Cathedral Heritage Precinct.
- The Revenue Systems Consolidation and Enhancement Program continues the work which commenced in 2014 to safeguard and improve the technology systems in State Revenue that manage the collection of a significant proportion of state revenue.
- In addition ongoing replacement programs are funded for:
 - Information and Communications Technology (ICT) Replacement;
 - Procurement Systems Replacement; and
 - ServiceNet Replacement.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-16 \$'000	2015-16 Estimated Expenditure \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
WORKS IN PROGRESS							
Accommodation Fit-out Projects							
Lease Incentive Funded - Office Fit-outs.....	74,554	15,110	15,110	4,444	5,000	5,000	5,000
Master Planning Strategy - Government Office							
Accommodation.....	223,442	202,217	28,925	16,000	5,225	-	-
St Georges Cathedral Heritage Precinct - Office Fit-out.....	53,341	50,050	47,902	3,291	-	-	-
Karratha Government Office Co-location Project (The Quarter) ^(a)	5,582	5,332	5,250	250	-	-	-
Relocation of Department of Commerce Project.....	6,471	4,670	950	1,801	-	-	-
Software Development							
Revenue Systems Consolidation and Enhancement.....	32,055	11,288	6,200	8,016	8,217	4,534	-
Sunset Transformation Strategy.....	5,885	2,500	2,500	3,385	-	-	-
COMPLETED WORKS							
ICT Replacement - 2015-16 Program.....	1,097	1,097	1,097	-	-	-	-
Procurement Systems Replacement - 2015-16 Program....	406	406	406	-	-	-	-
ServiceNet Replacement - 2015-16 Program.....	256	256	256	-	-	-	-
South West Native Title - Noongar Cultural Centre.....	300	300	300	-	-	-	-
Vehicle Acquisitions - 2015-16 Program.....	80,000	80,000	80,000	-	-	-	-
NEW WORKS							
ICT Replacement							
2016-17 Program.....	861	-	-	861	-	-	-
2017-18 Program.....	810	-	-	-	810	-	-
2018-19 Program.....	808	-	-	-	-	808	-
2019-20 Program.....	909	-	-	-	-	-	909
Procurement Systems Replacement							
2016-17 Program.....	406	-	-	406	-	-	-
2017-18 Program.....	406	-	-	-	406	-	-
2018-19 Program.....	420	-	-	-	-	420	-
2019-20 Program.....	431	-	-	-	-	-	431
ServiceNet Replacement							
2016-17 Program.....	264	-	-	264	-	-	-
2017-18 Program.....	273	-	-	-	273	-	-
2018-19 Program.....	282	-	-	-	-	282	-
2019-20 Program.....	289	-	-	-	-	-	289
Vehicle Acquisitions							
2016-17 Program.....	80,000	-	-	80,000	-	-	-
2017-18 Program.....	80,000	-	-	-	80,000	-	-
2018-19 Program.....	80,000	-	-	-	-	80,000	-
2019-20 Program.....	82,843	-	-	-	-	-	82,843
Total Cost of Asset Investment Program.....	812,391	373,226	188,896	118,718	99,931	91,044	89,472
Loan and Other Repayments.....			23,511	23,511	17,983	23,510	23,510
Total.....	812,391	373,226	212,407	142,229	117,914	114,554	112,982
FUNDED BY							
Capital Appropriation.....			84,268	29,109	13,442	4,534	-
Asset Sales.....			45,000	45,000	45,000	45,000	47,843
Drawdowns from the Holding Account.....			1,469	1,531	1,489	1,487	1,606
Internal Funds and Balances.....			68,400	58,809	51,983	57,533	57,533
Borrowings.....			8,020	7,530	6,000	6,000	6,000
Drawdowns from Royalties for Regions Fund ^(b)			5,250	250	-	-	-
Total Funding.....			212,407	142,229	117,914	114,554	112,982

(a) Funded from the Royalties for Regions Fund.

(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

Total Cost of Services is set to increase by \$108.7 million between 2015-16 Estimated Actual and 2016-17 Budget Estimate, an increase of 8.7%. Of this increase, \$87.7 million is attributable to supplies and services and reflects the estimates for the Government's non-residential building construction program managed through Building Management and Works. This program of works is forecast to reduce across the forward estimates as reflected in the estimates for supplies and services.

Income

Movements in sale of goods and services of \$111.2 million between 2015-16 Estimated Actual and 2016-17 Budget Estimate is due to increases in the Government's non-residential building program and implementation of a full fee-for-service model for maintenance.

The \$22.7 million decrease in service appropriations between the 2015-16 Budget and 2015-16 Estimated Actual is mainly due to savings from the Agency Expenditure Review process and the transfer of budget and functions to the Office of the Government Chief Information Officer.

Statement of Cashflows

The \$55.2 million decrease in capital appropriation between the 2015-16 Estimated Actual and the 2016-17 Budget Estimate is largely due to the near completion of major capital works for the St Georges Cathedral Heritage Precinct - Office Fit-out.

This decrease is also reflected in the \$70.2 million reduction in the purchase of non-current assets with additional projected reductions in expenditure of \$10.7 million for Lease Incentive Funded - Office Fit-outs.

INCOME STATEMENT ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	137,032	151,175	135,577	151,783	152,191	149,534	151,553
Grants and subsidies ^(c)	64,229	5,235	5,235	6,308	5,235	235	235
Supplies and services.....	1,052,997	912,337	975,762	1,063,434	935,754	831,559	725,841
Accommodation.....	36,098	21,971	26,635	26,851	26,251	24,928	25,444
Depreciation and amortisation.....	83,187	97,423	89,423	93,155	94,632	94,625	94,625
Other expenses.....	13,092	24,578	18,428	18,231	18,110	18,258	18,612
TOTAL COST OF SERVICES	1,386,635	1,212,719	1,251,060	1,359,762	1,232,173	1,119,139	1,016,310
Income							
Sale of goods and services.....	841,830	668,950	722,118	833,320	692,293	589,250	483,389
Grants and subsidies.....	1,376	-	-	-	-	-	-
Other revenue.....	317,250	323,349	329,971	338,121	356,499	353,457	353,437
Total Income	1,160,456	992,299	1,052,089	1,171,441	1,048,792	942,707	836,826
NET COST OF SERVICES	226,179	220,420	198,971	188,321	183,381	176,432	179,484
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	178,026	211,619	188,932	177,783	172,892	166,011	168,949
Resources received free of charge.....	14,065	14,505	14,505	14,519	14,519	14,519	14,519
Royalties for Regions Fund: Regional Community Services Fund.....	189	138	127	141	145	148	153
TOTAL INCOME FROM STATE GOVERNMENT	192,280	226,262	203,564	192,443	187,556	180,678	183,621
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(33,899)	5,842	4,593	4,122	4,175	4,246	4,137

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

(b) The Full Time Equivalents for 2014-15 Actual, 2015-16 Estimated Actual and 2016-17 Budget Estimate are 1,191, 1,175 and 1,165 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Contribution to the Australian Energy Market Commission.....	56	85	85	85	85	85	85
Contributions to the Council of Australian Government Energy Council Work Programs.....	98	150	150	150	150	150	150
David Malcolm Justice Centre and St Georges Cathedral Heritage Precinct Redevelopment.....	59,054	-	-	-	-	-	-
Other.....	21	-	-	-	-	-	-
Resolution of Native Title in the South West of Western Australia.....	-	-	-	1,073	-	-	-
State's Contribution to the Underground Power Program.....	5,000	5,000	5,000	5,000	5,000	-	-
TOTAL	64,229	5,235	5,235	6,308	5,235	235	235

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	58,906	171,502	70,535	91,314	112,709	128,221	143,418
Restricted cash	14,886	7,170	5,191	4,746	4,646	4,646	4,646
Holding account receivables.....	1,469	2,041	1,531	1,489	1,487	1,606	1,606
Receivables	58,770	73,695	53,791	48,751	44,074	39,243	35,696
Other.....	272,952	259,002	270,843	268,823	266,805	264,787	262,765
Total current assets	406,983	513,410	401,891	415,123	429,721	438,503	448,131
NON-CURRENT ASSETS							
Holding account receivables.....	380,682	432,173	410,183	463,190	524,262	585,208	616,186
Property, plant and equipment.....	777,110	840,285	801,624	786,169	752,151	718,413	677,126
Intangibles	30,384	22,701	25,667	18,496	18,266	18,036	18,036
Restricted cash	-	-	-	285	170	55	55
Other.....	30,351	4,022	31,290	31,532	31,999	32,538	32,538
Total non-current assets	1,218,527	1,299,181	1,268,764	1,299,672	1,326,848	1,354,250	1,343,941
TOTAL ASSETS	1,625,510	1,812,591	1,670,655	1,714,795	1,756,569	1,792,753	1,792,072
CURRENT LIABILITIES							
Employee provisions	30,146	29,701	29,759	29,732	29,704	29,676	29,676
Payables	270,033	312,437	260,280	251,316	280,704	318,989	325,654
Other.....	91,238	103,325	80,905	71,276	61,517	62,346	62,418
Total current liabilities	391,417	445,463	370,944	352,324	371,925	411,011	417,748
NON-CURRENT LIABILITIES							
Employee provisions	6,714	6,591	6,683	6,730	6,776	6,822	6,822
Borrowings.....	103,681	72,331	95,541	89,300	87,300	69,090	51,580
Other.....	39,655	80,589	40,880	42,059	44,380	47,784	48,739
Total non-current liabilities	150,050	159,511	143,104	138,089	138,456	123,696	107,141
TOTAL LIABILITIES.....	541,467	604,974	514,048	490,413	510,381	534,707	524,889
EQUITY							
Contributed equity	996,595	1,112,356	1,064,566	1,128,219	1,145,850	1,153,462	1,158,462
Accumulated surplus/(deficit).....	68,783	62,414	73,376	77,498	81,673	85,919	90,056
Reserves.....	18,665	32,847	18,665	18,665	18,665	18,665	18,665
Total equity	1,084,043	1,207,617	1,156,607	1,224,382	1,246,188	1,258,046	1,267,183
TOTAL LIABILITIES AND EQUITY	1,625,510	1,812,591	1,670,655	1,714,795	1,756,569	1,792,753	1,792,072

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	121,485	151,906	151,719	123,037	110,333	103,459	136,365
Capital appropriation.....	15,353	86,365	84,268	29,109	13,442	4,534	-
Holding account drawdowns.....	1,553	1,469	1,469	1,531	1,489	1,487	1,606
Royalties for Regions Fund:							
Regional Community Services Fund.....	189	138	127	141	145	148	153
Regional Infrastructure and Headworks Fund.....	500	5,250	5,250	250	-	-	-
Net cash provided by State Government.....	139,080	245,128	242,833	154,068	125,409	109,628	138,124
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(138,337)	(155,021)	(139,031)	(151,706)	(152,116)	(149,459)	(151,481)
Grants and subsidies.....	(5,173)	(5,235)	(5,235)	(6,308)	(5,235)	(235)	(235)
Supplies and services.....	(1,009,316)	(876,367)	(970,532)	(1,028,813)	(901,173)	(796,889)	(721,227)
Accommodation.....	(27,392)	(22,831)	(26,634)	(26,851)	(26,251)	(24,928)	(25,444)
Other payments.....	(138,702)	(157,003)	(151,261)	(150,848)	(152,336)	(152,867)	(153,221)
Receipts ^(b)							
Grants and subsidies.....	1,376	-	-	-	-	-	-
Sale of goods and services.....	693,901	669,057	722,225	833,408	692,361	589,297	483,436
GST receipts.....	144,870	134,829	134,756	134,248	134,007	133,997	133,997
Other receipts.....	329,089	338,491	336,704	344,887	363,285	360,264	360,244
Net cash from operating activities.....	(149,684)	(74,080)	(99,008)	(51,983)	(47,458)	(40,820)	(73,931)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(103,042)	(208,202)	(188,896)	(118,718)	(99,931)	(91,044)	(89,472)
Proceeds from sale of non-current assets.....	39,315	53,765	45,000	45,000	45,000	45,000	47,843
Other receipts.....	-	-	15,110	4,444	5,000	5,000	5,000
Net cash from investing activities.....	(63,727)	(154,437)	(128,786)	(69,274)	(49,931)	(41,044)	(36,629)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings.....	(128,856)	(23,511)	(23,511)	(23,511)	(17,983)	(23,510)	(23,510)
Proceeds from borrowings.....	100,017	8,020	8,020	7,530	6,000	6,000	6,000
Other proceeds.....	742	2,475	2,475	3,789	5,143	5,143	5,143
Net cash from financing activities.....	(28,097)	(13,016)	(13,016)	(12,192)	(6,840)	(12,367)	(12,367)
NET INCREASE/(DECREASE) IN CASH HELD.....							
	(102,428)	3,595	2,023	20,619	21,180	15,397	15,197
Cash assets at the beginning of the reporting period.....	176,220	175,077	73,792	75,726	96,345	117,525	132,922
Net cash transferred to/from other agencies....	-	-	(89)	-	-	-	-
Cash assets at the end of the reporting period.....	73,792	178,672	75,726	96,345	117,525	132,922	148,119

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Grants and Subsidies							
Indian Ocean Territories Commonwealth Grant.....	1,356	-	-	-	-	-	-
Other Commonwealth Grants.....	20	-	-	-	-	-	-
Sale of Goods and Services							
Contract Services – Building Management and Works.....	691,045	664,960	718,128	829,311	688,264	585,200	479,339
Land Tax Liability Enquiry Fee.....	2,559	3,000	3,000	3,000	3,000	3,000	3,000
Merchant Fees.....	297	1,097	1,097	1,097	1,097	1,097	1,097
GST Receipts							
GST Input Credits.....	23,182	12,374	12,301	12,305	12,310	12,374	12,374
GST Receipts on Sales.....	121,688	122,455	122,455	121,943	121,697	121,623	121,623
Other Receipts							
Corporate Services Cost Recoup.....	-	-	250	250	250	-	-
Government Office Lease Receipts.....	244,051	216,325	250,000	258,054	276,453	273,433	273,413
Oracle Licence Recoup.....	2,212	2,000	-	-	-	-	-
Other Receipts.....	4,390	16,306	4,935	5,487	5,508	5,704	5,702
Procurement Services.....	12,866	14,625	12,421	11,996	11,971	12,021	12,021
Revenues from Executive Vehicle Scheme...	91	98	98	100	103	106	108
State Fleet Revenue.....	65,479	89,137	69,000	69,000	69,000	69,000	69,000
TOTAL	1,169,236	1,142,377	1,193,685	1,312,543	1,189,653	1,083,558	977,677

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Budget ^(a)	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
INCOME							
Taxation							
Insurance Duty	603,788	660,319	599,096	655,887	695,118	736,211	778,752
Land Tax	741,642	936,416	946,066	893,176	915,522	961,132	1,007,181
Metropolitan Region Improvement Tax.....	92,811	98,112	98,496	97,960	106,970	112,317	117,934
Payroll Tax	3,592,020	3,980,754	3,519,936	3,524,426	3,591,316	3,780,695	3,997,104
Racing and Wagering Western Australia Tax	42,409	45,088	44,026	45,160	46,083	47,310	48,322
Transfer Duty.....	1,598,411	1,613,627	1,356,426	1,387,238	1,434,131	1,495,671	1,565,997
Landholder Duty	100,794	117,815	337,568	101,406	103,081	107,113	111,564
<i>Total Duty on Transfers</i>	<i>1,699,205</i>	<i>1,731,442</i>	<i>1,693,994</i>	<i>1,488,644</i>	<i>1,537,212</i>	<i>1,602,784</i>	<i>1,677,561</i>
Vehicle Licence Duty	362,952	394,937	345,976	350,367	355,480	361,377	367,895
Other Duties	5	1	1	1	1	1	1
Commonwealth Mirror Taxes	44,450	50,859	45,562	45,517	46,329	48,829	51,558
Other Revenue							
Office Lease Rental Revenue	41,768	45,351	39,000	39,000	39,000	39,000	39,000
Other Income.....	63,230	64,464	64,464	65,331	67,448	67,848	67,948
Appropriations							
First Home Owner Grant Act 2000.....	115,904	88,117	96,350	73,678	73,021	72,435	72,179
Administered Grants and Transfer Payments.....	148,030	197,779	195,885	204,210	215,897	229,119	243,133
TOTAL ADMINISTERED INCOME	7,548,213	8,293,639	7,688,852	7,483,357	7,689,397	8,059,058	8,468,568
EXPENSES							
Grants and Subsidies							
Ex-gratia Payments - Construction Subcontractor Investigation.....	177	-	-	-	-	-	-
Energy Concession Extension Scheme.....	652	3,067	1,325	1,449	1,585	1,733	1,895
First Home Owner Scheme.....	115,904	88,117	96,350	73,678	73,021	72,435	72,179
Life Support Equipment Subsidy Scheme....	993	1,270	1,063	1,161	1,270	1,389	1,519
Payroll Tax Rebate Schemes.....	2	1,000	1,000	1,000	500	500	500
Pensioner Concessions Emergency Services Levy.....	15,090	17,500	17,500	19,000	20,500	22,181	24,000
Pensioner Concessions Local Government Rates.....	92,975	104,000	104,000	109,144	118,013	127,701	138,001
Thermoregulatory Dysfunction Energy Subsidy.....	1,308	1,342	1,397	1,526	1,669	1,825	1,996
Other Expenses							
Refund of Past Years Revenue.....	36,834	69,600	69,600	70,930	72,360	73,790	75,222
Doubtful Debts Expense	16,403	-	-	-	-	-	-
Other Expenses.....	63,230	64,464	64,464	65,331	67,448	67,848	67,948
Payments to the Consolidated Account.....	7,188,457	7,943,279	7,332,153	7,140,138	7,333,031	7,689,656	8,085,308
TOTAL ADMINISTERED EXPENSES	7,532,023	8,293,639	7,688,852	7,483,357	7,689,397	8,059,058	8,468,568

(a) 2015-16 Budget has been adjusted to reflect transfer of the ICT Renewal and Reform fund to the Office of the Government Chief Information Officer.

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement	1,386,635	1,212,719	1,251,060	1,359,762	1,232,173	1,119,139	1,016,310
<i>Transfer of ICT Policy Team and the Office's functions to the Office of the Government Chief Information Officer.....</i>	(670)	(3,370)	-	-	-	-	-
<i>Transfer of the Fremantle Prison to the State Heritage Office</i>	(6,680)	-	-	-	-	-	-
Adjusted Total Cost of Services	1,379,285	1,209,349	1,251,060	1,359,762	1,232,173	1,119,139	1,016,310
APPROPRIATIONS							
Service Appropriations as per Income Statement	178,026	211,619	188,932	177,783	172,892	166,011	168,949
<i>Transfer of ICT Policy Team and the Office's functions to the Office of the Government Chief Information Officer.....</i>	(670)	(3,370)	-	-	-	-	-
<i>Transfer of the Fremantle Prison to the State Heritage Office</i>	(2,070)	-	-	-	-	-	-
Adjusted Total Appropriations Provided to Deliver Services	175,286	208,249	188,932	177,783	172,892	166,011	168,949

Division 37 Office of the Government Chief Information Officer

Part 8 Minister for State Development; Finance

Appropriations, Expenses and Cash Assets

	2014-15 Actual ^(a) \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 71 Net amount appropriated to deliver services	670	3,370	3,370	3,387	3,404	-	-
Total appropriations provided to deliver services.....	670	3,370	3,370	3,387	3,404	-	-
ADMINISTERED TRANSACTIONS							
Item 72 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	-	5,429	5,429	5,632	5,839	-	-
TOTAL APPROPRIATIONS	670	8,799	8,799	9,019	9,243	-	-
EXPENSES							
Total Cost of Services.....	670	3,370	3,575	4,662	4,044	-	-
Net Cost of Services ^(b)	670	3,370	3,370	3,387	3,404	-	-
CASH ASSETS ^(c)	-	-	-	-	-	-	-

- (a) Adjusted to reflect section 25 transfer of the ICT Policy Team from the Department of Finance.
 (b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
 (c) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2015-16 Budget to Parliament on 14 May 2015, are outlined below:

	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
GovNext ICT Technical Transition Team and Specialist Legal Advice.....	205	1,275	640	-	-
Transfer of the ICT Policy Team Function from the Department of Finance ...	670	687	704	-	-
Transfer of the Office's Function from the Department of Finance.....	2,700	2,700	2,700	-	-

Significant Issues Impacting the Agency

- The Office was formally established on 1 July 2015 for a period of 3 years, and is funded from the Information and Communications Technology (ICT) Renewal and Reform Fund (IRRF) announced in the 2014-15 Mid-year Review.
- The initial focus of the Office is to stabilise the cost of ICT across the Western Australian public sector and enhance transparency in the delivery of major projects.
- A whole-of-government ICT strategy and several policies have been developed, which focuses on standardising approaches across the sector, improving the ICT capacity and capability of the sector and approaches to stabilise ICT costs.
- The Office chairs the State's ICT governance structures which includes a Directors General ICT Council, Business Impact Group and Chief Information Officers Advisory Committee. These governance structures provide leadership for ICT reform across the Western Australian public sector, as well as leads decision making regarding the allocation of the IRRF.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Financial and Economic Responsibility: Responsibly managing the State's finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector.	Effective and transparent reform of information and communications technology across the public sector.	1. Establishment of a Platform for the Delivery of Better Government Services through Efficient Development of Information and Communications Technology (ICT) Strategy, Policies and Solutions

Service Summary

Expense	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Establishment of a Platform for the Delivery of Better Government Services through Efficient Development of Information and Communications Technology (ICT) Strategy, Policies and Solutions	670	3,370	3,575	4,662	4,044	-	-
Total Cost of Services	670	3,370	3,575	4,662	4,044	-	-

Outcomes and Key Effectiveness Indicators ^(a)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Outcome: Effective and transparent reform of information and communications technology across the public sector:					
Development and publishing of a whole-of-government information and communications technology plan within 12 months of the appointment of the Government Chief Information Officer.....	n/a	n/a	100%	n/a	1

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

Explanation of Significant Movements

(Notes)

1. The effectiveness indicator relates to 2015-16 only with further indicators to be developed from the endorsed whole-of-government ICT strategy.

Services and Key Efficiency Indicators**1. Establishment of a Platform for the Delivery of Better Government Services through Efficient Development of Information and Communications Technology (ICT) Strategy, Policies and Solutions**

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

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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated Actual	2016-17 Budget Target	Note
Total Cost of Service.....	\$'000 670	\$'000 3,370	\$'000 3,575	\$'000 4,662	1
Less Income.....	-	-	205	1,275	1
Net Cost of Service.....	670	3,370	3,370	3,387	
Employees (Full Time Equivalents).....	6	15	16	19	1
Efficiency Indicators.....	n/a	n/a	n/a	n/a	2

Explanation of Significant Movements

(Notes)

1. Movements are largely a result of the approved funding for the implementation of GovNext ICT from the Information and Communications Technology Renewal and Reform Fund.
2. A key efficiency indicator will be considered for this service after the ICT strategy is developed.

Financial Statements

Income Statement

The Office commenced operations 1 July 2015 for a three year period.

Statement of Financial Position

There are presently no budgeted assets or liabilities for the Office. The recognition of employee provisions and cash assets will occur at 30 June 2016.

INCOME STATEMENT ^(a) (Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	-	-	2,530	3,085	3,011	-	-
Supplies and services	-	-	460	986	435	-	-
Accommodation	-	-	275	281	288	-	-
Other expenses.....	-	-	310	310	310	-	-
TOTAL COST OF SERVICES	-	-	3,575	4,662	4,044	-	-
Income							
Grants and subsidies.....	-	-	205	1,275	640	-	-
Total Income.....	-	-	205	1,275	640	-	-
NET COST OF SERVICES	-	-	3,370	3,387	3,404	-	-
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	-	-	3,370	3,387	3,404	-	-
TOTAL INCOME FROM STATE GOVERNMENT	-	-	3,370	3,387	3,404	-	-
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	-	-	-	-	-	-	-

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

(b) The Full Time Equivalents for 2015-16 Estimated Actual and 2016-17 Budget Estimate are 16 and 19 respectively. In some cases the figures for 2014-15 and 2015-16 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	-	-	3,370	3,387	3,404	-	-
Net cash provided by State Government.....	-	-	3,370	3,387	3,404	-	-
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	-	-	(2,530)	(3,085)	(3,011)	-	-
Supplies and services	-	-	(460)	(986)	(435)	-	-
Accommodation	-	-	(275)	(281)	(288)	-	-
Other payments.....	-	-	(383)	(379)	(374)	-	-
Receipts ^(b)							
Grants and subsidies.....	-	-	205	1,275	640	-	-
GST receipts.....	-	-	73	69	64	-	-
Net cash from operating activities	-	-	(3,370)	(3,387)	(3,404)	-	-
Cash assets at the end of the reporting period	-	-	-	-	-	-	-

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Grants and Subsidies							
GovNext ICT	-	-	205	1,275	640	-	-
GST Receipts							
GST Input Credits	-	-	73	69	64	-	-
TOTAL	-	-	278	1,344	704	-	-

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

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
EXPENSES							
Total Cost of Services as per Income Statement	-	-	3,575	4,662	4,044	-	-
<i>Transfer of ICT Policy Team and the Office's functions from the Department of Finance</i>	670	3,370	-	-	-	-	-
Adjusted Total Cost of Services	670	3,370	3,575	4,662	4,044	-	-
APPROPRIATIONS							
Service Appropriations as per Income Statement	-	-	3,370	3,387	3,404	-	-
<i>Transfer of ICT Policy Team and the Office's functions from the Department of Finance</i>	670	3,370	-	-	-	-	-
Adjusted Total Appropriations Provided to Deliver Services	670	3,370	3,370	3,387	3,404	-	-

DETAILS OF ADMINISTERED TRANSACTIONS

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
INCOME							
Appropriation							
Administered Grants and Transfer Payments ^(a)	-	5,429	5,429	5,632	5,839	-	-
TOTAL ADMINISTERED INCOME	-	5,429	5,429	5,632	5,839	-	-
EXPENSES							
Other							
ICT Renewal and Reform Fund	-	5,429	5,429	5,632	5,839	-	-
TOTAL ADMINISTERED EXPENSES	-	5,429	5,429	5,632	5,839	-	-

(a) The ICT Renewal and Reform Fund was quarantined in the Department of Finance Administered Transactions for the 2015-16 Budget.

Agency Special Purpose Account Details

ICT RENEWAL AND REFORM FUND

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

	2014-15 Actual \$'000	2015-16 Budget \$'000	2015-16 Estimated Actual \$'000	2016-17 Budget Estimate \$'000
Opening Balance	-	-	-	5,224
Receipts:				
Appropriations.....	-	5,429	5,429	5,632
Payments ^(a)	-	5,429	5,429	10,856
	-	5,429	205	1,275
CLOSING BALANCE	-	-	5,224	9,581

(a) Allocations from this fund have only just started being considered by the EERC, as such the payment estimates only reflect approvals up to the 2016-17 Budget Process.

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Agriculture and Food.....	2	693	Parliamentary Services.....	1	52
Animal Resources Authority.....	1	346	Peel Development Commission.....	1	205
Attorney General.....	2	451	Pilbara Development Commission.....	1	213
Botanic Gardens and Parks Authority.....	2	557	Pilbara Ports Authority.....	2	760
Building and Construction Industry Training Board.....	1	155	Planning.....	2	811
Bunbury Water Corporation	2	666	Premier and Cabinet.....	1	67
Burswood Park Board	2	808	Public Sector Commission	1	78
Busselton Water Corporation	2	667	Public Transport Authority of Western Australia	2	742
Chemistry Centre (WA)	1	110	Racing and Wagering Western Australia.....	2	806
Child Protection and Family Support	2	866	Racing, Gaming and Liquor.....	2	798
Commerce.....	2	506	Regional Development.....	1	159
Commissioner for Children and Young People	2	487	Registrar, Western Australian Industrial Relations Commission.....	2	523
Commissioner for Equal Opportunity.....	2	472	Road Safety Commission.....	1	133
Commissioner of Main Roads.....	2	727	Rottneet Island Authority.....	1	109
Corrective Services	2	634	Royalties for Regions - Regional and State-wide Initiatives	1	169
Corruption and Crime Commission.....	2	464	Rural Business Development Corporation.....	2	705
Country High School Hostels Authority.....	1	292	Salaries and Allowances Tribunal.....	1	95
Culture and the Arts	1	347	School Curriculum and Standards Authority.....	1	284
Disability Services Commission	2	836	Small Business Development Corporation	2	895
Economic Regulation Authority	1	387	Southern Ports Authority.....	2	762
Education	1	261	South West Development Commission.....	1	221
Education Services	1	275	Sport and Recreation.....	2	668
Environment Regulation	2	546	State Development.....	1	413
Finance	1	423	State Emergency Management Committee Secretariat	2	617
Fire and Emergency Services.....	2	607	State Heritage Office	2	588
Fisheries.....	2	623	Synergy	1	405
Forest Products Commission.....	2	690	TAFE Colleges.....	1	154
Fremantle Port Authority.....	2	756	Training and Workforce Development.....	1	140
Gascoyne Development Commission.....	1	170	Transport	2	712
Gold Corporation.....	1	86	Treasury	1	369
Goldfields-Esperance Development Commission	1	176	WA Health.....	1	317
Governor's Establishment.....	1	87	Water.....	2	653
Great Southern Development Commission.....	1	183	Water Corporation	2	664
Heritage Council of Western Australia.....	2	582	Western Australian Health Promotion Foundation.....	1	345
Horizon Power.....	1	403	Western Australia Police.....	1	121
Housing Authority.....	2	783	Western Australian Electoral Commission.....	1	306
Insurance Commission of Western Australia....	1	394	Western Australian Greyhound Racing Association	2	807
Keystart Housing Scheme Trust.....	2	797	Western Australian Institute of Sport.....	2	689
Kimberley Development Commission.....	1	190	Western Australian Land Authority.....	1	248
Kimberley Ports Authority	2	758	Western Australian Land Information Authority	1	249
Lands	1	236	Western Australian Meat Industry Authority.....	2	711
Legal Aid Commission of Western Australia	2	505	Western Australian Planning Commission.....	2	825
Legislative Assembly.....	1	47	Western Australian Sports Centre Trust.....	2	680
Legislative Council	1	41	Western Australian Tourism Commission.....	1	101
Local Government and Communities.....	2	765	Western Australian Treasury Corporation	1	402
Lotteries Commission.....	1	93	Western Power Networks.....	1	407
Mental Health Commission.....	2	849	Western Power Provisions	1	409
Metropolitan Cemeteries Board.....	2	779	Wheatbelt Development Commission	1	228
Metropolitan Redevelopment Authority.....	2	824	WorkCover WA Authority	2	530
Mid West Development Commission.....	1	197	Zoological Parks Authority.....	2	573
Mid West Ports Authority	2	759			
Mines and Petroleum	2	883			
National Trust of Australia (WA).....	2	597			
Office of the Auditor General.....	1	395			
Office of the Director of Public Prosecutions....	2	479			
Office of the Environmental Protection Authority.....	2	565			
Office of the Government Chief Information Officer	1	438			
Office of the Information Commissioner.....	2	493			
Office of the Inspector of Custodial Services....	2	645			
Parks and Wildlife	2	533			
Parliament.....	1	39			
Parliamentary Commissioner for Administrative Investigations	1	58			