

Part 2

Premier; Minister for Public Sector Management; Federal-State Relations

Summary of Portfolio Appropriations

Agency	2016-17 Budget \$'000	2016-17 Estimated Actual '000	2017-18 Budget Estimate '000
Premier and Cabinet			
– Delivery of Services	144,184	175,320	129,633
– Administered Grants, Subsidies and Other Transfer Payments	837	837	-
Total	145,021	176,157	129,633
Public Sector Commission			
– Delivery of Services	26,636	26,636	25,266
Total	26,636	26,636	25,266
Governor's Establishment			
– Delivery of Services	5,343	5,343	5,315
– Capital Appropriation	-	-	1,400
Total	5,343	5,343	6,715
Salaries and Allowances Tribunal			
– Delivery of Services	1,084	1,084	1,091
Total	1,084	1,084	1,091
GRAND TOTAL			
– Delivery of Services	177,247	208,383	161,305
– Administered Grants, Subsidies and Other Transfer Payments	837	837	-
– Capital Appropriation	-	-	1,400
Total.....	178,084	209,220	162,705

Division 3 Premier and Cabinet

Part 2 Premier; Minister for Public Sector Management; Federal-State Relations

Appropriations, Expenses and Cash Assets (a)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 5 Net amount appropriated to deliver services ^(b)	138,106	141,819	172,955	127,568	118,420	120,482	118,812
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	2,365	2,365	2,365	2,065	2,065	2,065	2,065
Total appropriations provided to deliver services	140,471	144,184	175,320	129,633	120,485	122,547	120,877
ADMINISTERED TRANSACTIONS							
Amount provided for Administered Grants, Subsidies and Other Transfer Payments	837	837	837	-	-	-	-
TOTAL APPROPRIATIONS	141,308	145,021	176,157	129,633	120,485	122,547	120,877
EXPENSES							
Total Cost of Services	149,661	195,346	181,901	148,994	170,936	132,702	131,445
Net Cost of Services ^(c)	145,856	191,737	173,855	146,559	168,542	130,308	129,051
CASH ASSETS ^(d)	69,533	25,859	73,656	62,142	21,185	20,224	19,263

(a) The 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes to reflect the transfer of the Office of Science and Overseas Offices to the Department of Jobs, Tourism, Science and Innovation on 1 July 2017.

(b) The Department's net amount appropriated to deliver services from the 2016-17 Estimated Actual onwards includes the transfer of appropriation for staff reallocated from the Department of Finance to various agencies in response to changes to government procurement policy.

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

(d) As at 30 June each financial year.

Spending Changes

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

	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Election Commitments					
Inquiry into Government Programs and Projects	500	1,000	-	-	-
Local Projects Local Jobs	1,903	2,299	-	-	-
Service Priority Review	100	400	-	-	-
Other					
2017 State General Election Costs	10,197	-	-	-	-
2017-18 Tariffs Fees and Charges	(413)	(425)	(475)	(475)	(475)
Freeze Salaries and Allowances Tribunal Determined Salaries	-	(31)	(62)	(94)	(127)
Parliamentary Travel Allowances Savings	-	(300)	(300)	(300)	(300)
Resolution of Native Title in the South West of Western Australia	-	622	-	-	-
Revision to Indexation for Non-Salary Expenses	-	(1,958)	(4,155)	(4,351)	(4,990)
Severances Paid to Former Corruption and Crime Commission Staff	301	-	-	-	-
Strategic Assessment of the Perth and Peel Regions	-	1,130	-	-	-
Yarloop Bushfire Clean-Up	15,500	-	-	-	-

Significant Issues Impacting the Agency

- The Jobs and Economic Diversification Cabinet Sub-committee has been created to drive the Government's policy agenda and ensure implementation of election commitments under the Government's Plan for Jobs. The Department supports the Cabinet Sub-Committee and a series of consortia have been held for the Premier, Ministers and Directors General to engage with a range of key industry growth sectors.
- The Department will provide key support to the Premier and Cabinet in implementing the Government's election commitments.
- Supporting the Premier as the State's representative to the Northern Australia Strategic Partnership, the Department represents the State on the Northern Australia Senior Officers Network Group and assists with policy development regarding the Northern Australia Infrastructure Facility.
- As a result of the Government's Machinery of Government changes, the Department has assumed responsibility for Aboriginal affairs policy.
- The Council of Australian Governments has committed to refresh the 'Closing the Gap' agenda in Aboriginal affairs. The Department is providing policy support to the Premier on this important initiative.
- Supporting the Premier in leading Western Australia's engagement with other jurisdictions and driving the State's strategic agenda in bilateral and Council of Australian Governments negotiations will be a focus of the Department's work. Reform of the GST sharing arrangements remains a high priority.
- The Department will work with the Commonwealth and other jurisdictions to progress amendments to the *Native Title Act 1993 (Cth)* to improve legal certainty and development potential of regional and remote areas of the State, including economic opportunities for Native Title holders.
- The South West Native Title Settlement is a milestone agreement for the State and the finalisation of all legal processes associated with the registration of the six Indigenous Land Use Agreements will be supported in 2017-18.
- The Community Safety and Family Support Cabinet Sub-committee and associated Directors General Implementation Group will also drive the Government's social policy agenda. The Department provides support and advice to the Sub-committee. The Sub-committee was established to direct and oversee the integrated across-government implementation of the Government's Methamphetamine Action Plan; Stopping Family and Domestic Violence policy; Target 120 - Plan to Target Juvenile Crime; and the Supporting Communities policy. The Implementation Group has been established to oversee and direct agencies to work collaboratively to implement the policies as directed by the Sub-committee.
- The Department is working closely with relevant agencies on the State's response to the Royal Commission into the Institutional Responses to Child Sex Abuse, including the Government's commitment on the removal of limitation periods that prevent survivors from taking legal action in relation to historic sexual abuse.
- Government has been assessing the most appropriate model for the National Disability Insurance Scheme (NDIS) in Western Australia and the Department will provide ongoing support to Government to ensure that future arrangements for the NDIS will deliver the desired outcomes for Western Australians with a disability, their families, carers and service providers.
- With an increasing national focus on counter-terrorism, cyber security and emergency management, the Department will continue to provide advice to the Premier on State security and emergency management matters, and coordinate the State's involvement in the national counter-terrorism and emergency management arrangements.

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

The Outcomes, Services and Key Performance Information reflect the transfer of the Office of Science and Overseas Offices to the Department of Jobs, Tourism, Science and Innovation due to Machinery of Government changes on 1 July 2017. Where practical, the 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual has been recast for comparative purposes.

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's services and desired 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
Sustainable Finances: Responsible financial management and better service delivery.	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	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Administration of Executive Government Services	92,790	157,783	155,220	122,354	140,168	108,816	107,785
2. Government Policy Management.....	56,871	37,563	26,681	26,640	30,768	23,886	23,660
Total Cost of Services	149,661	195,346	181,901	148,994	170,936	132,702	131,445

Outcomes and Key Effectiveness Indicators ^(a)

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Outcome: Executive Government receives appropriate support:					
Targets for support services are met or exceeded	100%	96%	98%	95%	
Service recipient's confirmation that services provided enable them to meet Executive Government's obligations	3.9	3	Exempt	3	1,2
Outcome: The Premier and Ministers receive high quality, rigorous and timely policy advice:					
Service recipient's confirmation that high quality and timely policy advice is provided	3.7	4	Exempt	3	1,2

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

Explanation of Significant Movements

(Notes)

1. This indicator reports the satisfaction levels of services delivered to the Premier's Office, Ministerial Offices and the Leader of the Opposition's Office. Service recipients are provided with the option to provide their responses as ratings via either an online survey or hard copy survey. Responses measure the extent to which the expectations of services delivered by the Department were met. The rating is a value between one to five, where a value of one indicates that services were 'well below expectations' and five that services were 'well above expectations'; while a value of three indicates that services 'met expectations'.
2. Due to the change in Government, the Department was unable to collect survey data for the first nine months of 2016-17. As a result, the Department obtained an exemption in accordance with Treasurer's Instruction 904 and was not required to report against this key performance indicator (KPI) for 2016-17.

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;
- support for the functions of Cabinet and Parliament;
- 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.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service ^(a)	\$'000 92,790	\$'000 157,783	\$'000 155,220	\$'000 122,354	1,2
Less Income.....	3,805	3,609	8,046	2,435	3
Net Cost of Service.....	88,985	154,174	147,174	119,919	
Employees (Full Time Equivalents).....	551	539	539	539	
Efficiency Indicators ^(b)					
Average Operating Cost per Ministerial Office (including Premier's Office and Leader of the Opposition).....	\$2,813	\$2,902	\$3,041	\$2,798	1,4
Average Cost of Support Provided per Ministerial Office (including Premier's Office and Leader of the Opposition).....	\$1,382	\$391	\$577	\$548	1,4
Average Cost of Entitlements per Member of Parliament.....	\$409	\$369	\$439	\$398	
Average Cost of Support Provided per Member of Parliament.....	\$20	\$17	\$20	\$19	

(a) 2015-16 Actual excludes grants, whereas other estimates include grants that were previously reported under Service 2.

(b) Efficiency indicators excludes costs for the State Law Publisher, the Constitutional Centre, Yarloop bushfire clean-up and grants.

Explanation of Significant Movements

(Notes)

1. The 2015-16 Actual is not comparable with the 2016-17 Budget, 2016-17 Estimated Actual and the 2017-18 Budget Target. This is due to a recent change in the methodology used to allocate costs to the Department's efficiency indicators.
2. The 2017-18 Budget Target decrease relates mainly to one-off supplementary funding received in 2016-17 for the Yarloop Bushfire Clean-Up and 2017 State General Election related costs.
3. The 2016-17 Estimated Actual includes a one-off recoup from Alcoa related to the Yarloop Bushfire Clean-Up.
4. The 2017-18 Budget Target decrease from 2016-17 Estimated Actual mainly relates to one-off supplementary funding received in 2016-17 for the 2017 State General Election related costs resulting from the change in Government (note Yarloop Bushfire Clean-Up costs are not included as part of the efficiency indicator; refer to footnote (b)).

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

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 56,871	\$'000 37,563	\$'000 26,681	\$'000 26,640	1,2
Less Income.....	-	-	-	-	
Net Cost of Service.....	56,871	37,563	26,681	26,640	
Employees (Full Time Equivalents).....	95	95	95	95	
Efficiency Indicators					
Average Cost per Government Indigenous Land Use Agreement (ILUA) Managed.....	\$402	\$196	\$154	\$150	3
Average Cost per Project ILUA Managed.....	\$779	\$299	\$294	\$287	3
Average Cost to Manage a Native Title Claim.....	n/a	\$19	\$51	\$50	4
Average Cost to Deliver Policy Advice.....	n/a	\$33,165	\$19,037	\$19,162	2,3,4
Number of Cabinet Submissions Assessed.....	n/a	700	466	650	4,5
Number of Cabinet Submission Briefing Notes Presented to the Premier.....	n/a	270	229	325	4,5

Explanation of Significant Movements

(Notes)

1. The 2015-16 Actual includes grants, whereas, the 2016-17 Budget and the 2016-17 Estimated Actual exclude grants that are now reported under Service 1.
2. The decrease in Total Cost of Services from the 2016-17 Estimated Actual compared to the 2016-17 Budget Estimate is mainly related to the new KPI methodology of allocating costs to the efficiency indicator for Total Cost of Policy Advice.
3. The 2015-16 Actual is not comparable with the 2016-17 Budget, 2016-17 Estimated Actual and the 2016-17 Budget Target. This is due to a recent change in methodology used to allocate costs to the Department's efficiency indicators.
4. New efficiency indicators for 2016-17, therefore results not available for the 2015-16 Actual.
5. The anticipated decrease in the Number of Cabinet Submissions and Briefing Notes Presented to the Premier for the 2016-17 Estimated Actual reflects the low number of Cabinet meetings during the third quarter of 2016-17, due to the 2017 State General Election.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement/Upgrade							
Computer Hardware and Software - 2016-17 Program	679	679	679	-	-	-	-
NEW WORKS							
Asset Replacement/Upgrade							
Computer Hardware and Software							
2017-18 Program.....	590	-	-	590	-	-	-
2018-19 Program.....	351	-	-	-	351	-	-
2019-20 Program.....	357	-	-	-	-	357	-
2020-21 Program.....	81	-	-	-	-	-	81
Total Cost of Asset Investment Program.....	2,058	679	679	590	351	357	81
FUNDED BY							
Drawdowns from the Holding Account.....							
			679	590	351	357	81
Total Funding.....			679	590	351	357	81

Financial Statements

The 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes to transfer the Office of Science and Overseas Offices to the Department of Jobs, Tourism, Science and Innovation on 1 July 2017.

Income Statement

Expenses

The 2016-17 Budget included payments from the Browse Liquefied Natural Gas (LNG) Trust account of \$30 million and the Land Equity Fund of \$7 million that have now been deferred to 2018-19.

The 2016-17 Estimated Actual includes supplementary funding for the Yarloop Bushfire Clean-Up (\$15 million) and the 2017 State General Election costs (\$10 million).

Income

The one-off increase in other revenue in the 2016-17 Estimated Actual primarily reflects a recoup from Alcoa (\$5 million) for the Yarloop Bushfire Clean-Up. The decrease from the 2017-18 Budget Estimate and across the forward estimates compared to the 2016-17 Estimated Actual mainly reflects interest income from the Browse LNG Trust account that will no longer be earned.

The estimated deficit of \$40.5 million in 2018-19 is mainly due to the payments from the Browse LNG Trust account (\$30 million) and the Land Equity Fund (\$7 million), that were deferred from 2016-17.

Statement of Financial Position

The increase in current assets restricted cash for 2017-18 mainly represents the deferment of the payment from the Browse LNG Trust account from 2016-17 to 2018-19.

Statement of Cashflows

The forecast decrease in cash in 2017-18 mainly relates to the carryover of unspent funds from 2016-17 for Local Projects Local Jobs grants (\$2 million) and South West Settlement - Noongar Land Fund (\$2.8 million).

The cash transferred to other agencies in 2017-18 represents cash balances transferred to the Department of Jobs, Tourism, Science and Innovation.

The decrease in cash of \$41 million in 2018-19 mainly reflects the payments from the Browse LNG Trust account and \$7 million from the Land Equity Fund deferred from 2016-17 to 2018-19.

INCOME STATEMENT ^(a)
(Controlled)

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	79,660	79,070	84,420	75,307	73,077	74,032	73,989
Grants and subsidies ^(c)	14,691	56,377	41,662	17,920	45,077	7,287	7,845
Supplies and services.....	30,291	34,939	30,459	30,801	27,759	26,450	24,280
Accommodation.....	21,220	19,863	19,863	19,710	20,140	20,090	20,089
Depreciation and amortisation.....	2,079	2,561	2,461	2,039	1,508	1,368	1,617
Other expenses.....	1,720	2,536	3,036	3,217	3,375	3,475	3,625
TOTAL COST OF SERVICES	149,661	195,346	181,901	148,994	170,936	132,702	131,445
Income							
Sale of goods and services.....	1,607	1,783	1,370	1,480	1,432	1,432	1,432
Grants and subsidies.....	941	457	457	457	457	457	457
Other revenue.....	1,257	1,369	6,219	498	505	505	505
Total Income	3,805	3,609	8,046	2,435	2,394	2,394	2,394
NET COST OF SERVICES	145,856	191,737	173,855	146,559	168,542	130,308	129,051
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	140,471	144,184	175,320	129,633	120,485	122,547	120,877
Resources received free of charge.....	7,019	7,287	7,287	7,437	7,437	7,437	7,437
Royalties for Regions Fund: Regional Community Services Fund.....	1,642	3,179	1,160	2,321	76	76	76
TOTAL INCOME FROM STATE GOVERNMENT	149,132	154,650	183,767	139,391	127,998	130,060	128,390
SURPLUS/(DEFICIENCY) FOR THE PERIOD	3,276	(37,087)	9,912	(7,168)	(40,544)	(248)	(661)

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

(b) The Full Time Equivalents for 2015-16 Actual, 2016-17 Estimated Actual and 2017-18 Budget Estimate are 646, 634 and 634 respectively. In some cases the figures for 2015-16 and 2016-17 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Browse LNG Precinct Regional Benefits							
Package.....	2,264	33,241	2,341	2,417	33,396	2,496	2,496
Community Grants.....	10,426	9,573	35,968	7,934	4,279	1,479	2,538
Native Title Unit Grants.....	2,001	13,563	3,353	7,569	7,402	3,312	2,811
TOTAL	14,691	56,377	41,662	17,920	45,077	7,287	7,845

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	36,748	23,563	41,414	29,643	19,323	18,102	16,881
Restricted cash	32,785	-	1,100	31,959	1,082	1,082	1,082
Holding account receivables	2,597	1,090	2,908	3,410	4,034	4,240	4,558
Receivables	346	1,346	576	576	576	576	576
Other	710	716	1,794	1,801	1,801	1,801	1,801
Total current assets	73,186	26,715	47,792	67,389	26,816	25,801	24,898
NON-CURRENT ASSETS							
Holding account receivables	24,341	27,266	25,848	27,094	28,340	29,858	31,376
Property, plant and equipment	1,385	2,639	2,315	878	344	546	223
Intangibles	623	777	623	623	-	-	-
Restricted cash	-	2,296	31,142	540	780	1,040	1,300
Other	-	-	118	118	118	118	118
Total non-current assets	26,349	32,978	60,046	29,253	29,582	31,562	33,017
TOTAL ASSETS	99,535	59,693	107,838	96,642	56,398	57,363	57,915
CURRENT LIABILITIES							
Employee provisions	17,548	16,466	12,596	12,888	12,888	12,888	12,888
Payables	1,372	1,426	1,791	1,791	1,791	1,791	1,791
Other	100	492	196	496	796	796	796
Total current liabilities	19,020	18,384	14,583	15,175	15,475	15,475	15,475
NON-CURRENT LIABILITIES							
Employee provisions	3,376	2,919	3,359	3,212	3,212	3,212	3,212
Other	-	9	-	-	-	-	-
Total non-current liabilities	3,376	2,928	3,359	3,212	3,212	3,212	3,212
TOTAL LIABILITIES	22,396	21,312	17,942	18,387	18,687	18,687	18,687
EQUITY							
Contributed equity	13,164	15,904	15,904	11,431	11,431	11,431	11,431
Accumulated surplus/(deficit)	63,968	22,912	73,880	66,712	26,168	25,920	25,259
Reserves	7	(435)	112	112	112	1,325	2,538
Total equity	77,139	38,381	89,896	78,255	37,711	38,676	39,228
TOTAL LIABILITIES AND EQUITY	99,535	59,693	107,838	96,642	56,398	57,363	57,915

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	137,907	141,588	171,528	127,295	118,264	120,466	118,960
Holding account drawdowns.....	3,422	1,179	679	590	351	357	81
Royalties for Regions Fund: Regional Community Services Fund.....	1,642	3,179	1,160	2,321	76	76	76
Net cash provided by State Government.....	142,971	145,946	173,367	130,206	118,691	120,899	119,117
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(79,566)	(78,770)	(89,102)	(75,007)	(72,777)	(74,032)	(73,989)
Grants and subsidies.....	(14,295)	(56,377)	(41,662)	(17,920)	(45,077)	(7,287)	(7,845)
Supplies and services.....	(24,019)	(27,645)	(23,165)	(23,365)	(20,322)	(19,013)	(16,843)
Accommodation.....	(21,077)	(19,863)	(19,863)	(19,710)	(20,140)	(20,090)	(20,089)
Other payments.....	(10,179)	(12,142)	(11,480)	(11,878)	(12,036)	(12,136)	(12,286)
Receipts ^(b)							
Grants and subsidies.....	941	457	457	457	457	457	457
Sale of goods and services.....	1,496	1,763	1,350	1,460	1,412	1,412	1,412
GST receipts.....	7,786	8,661	8,661	8,661	8,661	8,661	8,661
Other receipts.....	1,637	1,389	6,239	518	525	525	525
Net cash from operating activities.....	(137,276)	(182,527)	(168,565)	(136,784)	(159,297)	(121,503)	(119,997)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(1,928)	(1,179)	(679)	(590)	(351)	(357)	(81)
Net cash from investing activities.....	(1,928)	(1,179)	(679)	(590)	(351)	(357)	(81)
NET INCREASE/(DECREASE) IN CASH HELD							
.....	3,767	(37,760)	4,123	(7,168)	(40,957)	(961)	(961)
Cash assets at the beginning of the reporting period.....	65,766	63,619	69,533	73,656	62,142	21,185	20,224
Net cash transferred to/from other agencies.....	-	-	-	(4,346)	-	-	-
Cash assets at the end of the reporting period.....	69,533	25,859	73,656	62,142	21,185	20,224	19,263

(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)

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Grants and Subsidies							
Commonwealth Grants and Subsidies	941	457	457	457	457	457	457
Sale of Goods and Services							
State Law Publisher	1,496	1,763	1,350	1,460	1,412	1,412	1,412
GST Receipts							
GST Receipts on Sales	165	329	329	329	329	329	329
GST Receipts from Australian Taxation Office....	7,621	8,332	8,332	8,332	8,332	8,332	8,332
Other Receipts							
All Other Receipts	898	589	5,439	518	525	525	525
Interest - Browse LNG Precinct Project							
Interest Bearing Trust Account.....	739	800	800	-	-	-	-
TOTAL	11,860	12,270	16,707	11,096	11,055	11,055	11,055

(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

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
INCOME							
Other							
Appropriations	837	837	837	-	-	-	-
TOTAL ADMINISTERED INCOME	837	837	837	-	-	-	-
EXPENSES							
Grants to Charitable and Other Public Bodies							
National Campaign For Reducing Violence Against Women and Their Children	837	837	837	-	-	-	-
TOTAL ADMINISTERED EXPENSES	837	837	837	-	-	-	-

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 Indigenous Land Use Agreement (the Agreement) 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.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000
Opening Balance	7,176	7,176	7,424	7,424
Receipts:				
Appropriations.....	271	545	25	25
	7,447	7,721	7,449	7,449
Payments	23	545	25	25
CLOSING BALANCE	7,424	7,176	7,424	7,424

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.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000
Opening Balance	32,045	32,845	32,784	33,584
Receipts:				
Other	739	800	800	-
	32,784	33,645	33,584	33,584
Payments	-	30,900	-	-
CLOSING BALANCE	32,784	2,745	33,584	33,584

Division 4 Public Sector Commission

Part 2 Premier; Minister for Public Sector Management; Federal-State Relations

Appropriations, Expenses and Cash Assets

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 6 Net amount appropriated to deliver services	26,328	25,730	25,730	24,360	23,842	24,069	24,311
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	1,150	906	906	906	906	906	906
Total appropriations provided to deliver services	27,478	26,636	26,636	25,266	24,748	24,975	25,217
TOTAL APPROPRIATIONS	27,478	26,636	26,636	25,266	24,748	24,975	25,217
EXPENSES							
Total Cost of Services	25,710	28,839	28,628	27,118	26,640	26,867	27,109
Net Cost of Services ^(a)	25,327	28,446	28,235	26,725	26,247	26,474	26,716
CASH ASSETS ^(b)	10,191	6,563	10,011	9,824	9,634	9,441	9,248

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

(b) As at 30 June each financial year.

Spending Changes

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

	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
2017-18 Streamlined Budget Process Incentive Funding	-	244	-	-	-
2017-18 Transfer of Accommodation Funding for Office of Emergency Management	-	(452)	(457)	(462)	(466)
Freeze Salaries and Allowances Tribunal Determined Salaries	-	(14)	(27)	(41)	(64)
Revision to Indexation for Non-Salary Expenses	-	-	(161)	(229)	(296)

Significant Issues Impacting the Agency

- In order to effectively and efficiently deliver the Government's Public Sector Workforce Renewal program, the Commission advised, assisted and supported agencies through the first phase of the Machinery of Government reforms. The planned changes were implemented on time, with the new departments successfully established on 1 July 2017.
- The Government's public sector reform and renewal program will continue throughout 2017-18. Change is instrumental for the delivery of policy objectives, enabling the Government to respond in a contemporary way to community expectations of public sector performance. The Commission will continue to work with the Department of the Premier and Cabinet and the Department of Treasury to facilitate the second phase of reform.

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
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	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	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
1. Public Sector Leadership	7,157	8,445	6,744	6,389	6,278	6,334	6,426
2. Assistance and Support	9,891	10,370	9,037	8,565	8,419	8,496	8,558
3. Oversight and Reporting	8,662	10,024	12,847	12,164	11,943	12,037	12,125
Total Cost of Services	25,710	28,839	28,628	27,118	26,640	26,867	27,109

Outcomes and Key Effectiveness Indicators ^(a)

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 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 helped them to enhance integrity within their organisations ^(b)	n/a	n/a	n/a	75%	
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance the effectiveness and efficiency of their organisations ^(b)	n/a	n/a	n/a	75%	
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance diversity and inclusion within their organisations ^(b)	n/a	n/a	n/a	75%	

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

(b) New Key Effectiveness Indicators have been adopted to reflect the addition of new core clients including local government, public universities and Government Trading Enterprises. These clients were not previously surveyed and there are no comparative records.

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.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 7,157	\$'000 8,445	\$'000 6,744	\$'000 6,389	
Less Income.....	343	350	350	350	
Net Cost of Service.....	6,814	8,095	6,394	6,039	
Employees (Full Time Equivalents).....	30	31	18	18	
Efficiency Indicators					
Average Cost per Leadership Development Product, Program or Training Hour	\$117	\$117	\$144	\$151	1
Average Cost per Workforce Development Program, Product or Training Hour....	\$117	\$122	\$147	\$151	2

Explanation of Significant Movements

(Notes)

1. The 2016-17 Estimated Actual for the Average Cost per Leadership Development Product, Program or Training Hour was higher than the 2016-17 Budget. This was a result of a reduction in hours applied to directly support the leadership programs as they mature; whilst fixed costs remained constant they were apportioned to fewer hours. It is anticipated this trend will continue during 2017-18.
2. The 2016-17 Estimated Actual for the Average Cost per Workforce Development Program, Product or Training Hour was higher than the 2016-17 Budget as additional costs were incurred to provide new traineeship and university cadetship programs whilst the human resources used to support the programs were sourced from within the existing staff levels. The anticipated difference between the 2016-17 Estimated Actual and the 2017-18 Budget Target is less than 3%.

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.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 9,891	\$'000 10,370	\$'000 9,037	\$'000 8,565	
Less Income.....	21	21	21	21	
Net Cost of Service.....	9,870	10,349	9,016	8,544	
Employees (Full Time Equivalents).....	48	53	38	38	
Efficiency Indicators					
Average Cost per Hour of Assistance and Support Provided.....	\$92	\$87	\$106	\$108	1
Average Cost per Public Administration, Standards and Integrity Program, Product or Training Hour	\$85	\$114	\$112	\$115	

Explanation of Significant Movements

(Notes)

1. The 2016-17 Estimated Actual for the Average Cost per Hour of Assistance and Support provided was higher than the 2016-17 Budget. This is due to a reduction of hours as a result of staff movements within the Commission; whilst fixed costs remained constant for the function and they were apportioned to fewer hours. The 2017-18 Budget Target is approximately 2% higher than the 2016-17 Estimated Actual.

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*.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 8,662	\$'000 10,024	\$'000 12,847	\$'000 12,164	
Less Income.....	19	22	22	22	
Net Cost of Service.....	8,643	10,002	12,825	12,142	
Employees (Full Time Equivalents).....	49	61	50	50	
Efficiency Indicators					
Average Cost per Hour Addressing Legislative and Policy Development	\$91	\$95	\$102	\$112	1
Average Cost per Hour of Performance and Oversight Activity	\$98	\$107	\$111	\$121	2
Percentage of Oversight Actions Completed within Target Timeframes	93%	90%	91%	90%	

Explanation of Significant Movements

(Notes)

- The 2016-17 Estimated Actual for the Average Cost per Hour Addressing Legislative and Policy Development was higher than the 2016-17 Budget as a result of staff movements which reduced hours attributed to this function; whilst fixed costs remained constant and were apportioned to fewer hours. It is anticipated that this trend will continue in 2017-18.
- The 2016-17 Estimated Actual for the Average Cost per Hour of Performance and Oversight Activity was higher than the 2016-17 Budget due to salary costs being greater than expected, reflecting the seniority of staff members delivering this service. It is anticipated that this trend will continue in 2017-18.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - Computer Hardware							
2016-17 Program.....	68	68	68	-	-	-	-
Replacement of Computing Equipment							
2016-17 Program.....	105	105	105	-	-	-	-
NEW WORKS							
Replacement of Computing Equipment							
2017-18 Program.....	138	-	-	138	-	-	-
2018-19 Program.....	104	-	-	-	104	-	-
2019-20 Program.....	104	-	-	-	-	104	-
2020-21 Program.....	104	-	-	-	-	-	104
Total Cost of Asset Investment Program.....	623	173	173	138	104	104	104
FUNDED BY							
Drawdowns from the Holding Account.....			173	138	104	104	104
Total Funding.....			173	138	104	104	104

Financial Statements

Income Statement

Expenses

The Income Statement shows a decrease in Total Cost of Services of \$1.5 million (5.3%) between the 2017-18 Budget Estimate of \$27.1 million compared to the 2016-17 Estimated Actual of \$28.6 million. This mainly reflects savings measures including the Agency Expenditure Review and the revision to indexation for non-salary expenses. Furthermore accommodation expense was transferred to the Office of Emergency Management.

Income

Income is expected to be maintained at the same level in 2016-17 for 2017-18 and the forward estimates period.

INCOME STATEMENT ^(a) (Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	17,920	20,649	20,257	19,339	19,228	19,477	19,748
Grants and subsidies ^(c)	1,032	842	988	591	591	591	591
Supplies and services.....	4,106	4,420	4,301	4,421	4,069	4,071	4,064
Accommodation.....	2,238	2,454	2,608	2,329	2,326	2,321	2,317
Depreciation and amortisation.....	205	215	215	181	169	150	132
Other expenses.....	209	259	259	257	257	257	257
TOTAL COST OF SERVICES	25,710	28,839	28,628	27,118	26,640	26,867	27,109
Income							
Sale of goods and services.....	155	285	285	285	285	285	285
Other revenue.....	228	108	108	108	108	108	108
Total Income	383	393	393	393	393	393	393
NET COST OF SERVICES	25,327	28,446	28,235	26,725	26,247	26,474	26,716
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	27,478	26,636	26,636	25,266	24,748	24,975	25,217
Resources received free of charge.....	1,093	1,550	1,346	1,346	1,346	1,346	1,346
Royalties for Regions Fund: Regional Community Services Fund.....	26	42	35	35	35	35	35
TOTAL INCOME FROM STATE GOVERNMENT	28,597	28,228	28,017	26,647	26,129	26,356	26,598
SURPLUS/(DEFICIENCY) FOR THE PERIOD	3,270	(218)	(218)	(78)	(118)	(118)	(118)

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

(b) The Full Time Equivalents for 2015-16 Actual, 2016-17 Estimated Actual and 2017-18 Budget Estimate are 127, 106 and 106 respectively. In some cases the figures for 2015-16 and 2016-17 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Certificate IV in Government (Investigations)...	213	251	251	-	-	-	-
Equal Opportunity Commission	128	-	-	-	-	-	-
Gascoyne Development Commission	148	-	-	-	-	-	-
Office of Emergency Management	-	-	146	-	-	-	-
Peel Development Commission	171	-	-	-	-	-	-
Public Sector Programs	50	83	83	78	78	78	78
Western Australian Leadership Program	322	508	508	513	513	513	513
TOTAL	1,032	842	988	591	591	591	591

STATEMENT OF FINANCIAL POSITION ^(a) (Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	10,191	6,492	9,943	9,686	9,425	9,159	8,892
Holding account receivables	173	138	138	104	104	104	104
Receivables	606	346	603	602	601	800	900
Other	742	1,084	831	831	831	831	831
Total current assets	11,712	8,060	11,515	11,223	10,961	10,894	10,727
NON-CURRENT ASSETS							
Holding account receivables	6,813	6,839	6,890	6,967	7,032	7,078	7,106
Property, plant and equipment	115	120	95	73	31	7	2
Intangibles	-	19	-	-	-	-	-
Restricted cash	-	71	68	138	209	282	356
Other	213	63	87	66	44	23	-
Total non-current assets	7,141	7,112	7,140	7,244	7,316	7,390	7,464
TOTAL ASSETS	18,853	15,172	18,655	18,467	18,277	18,284	18,191
CURRENT LIABILITIES							
Employee provisions	4,411	4,381	4,411	4,411	4,411	4,411	4,411
Payables	705	737	902	791	717	701	652
Other	339	222	162	163	165	306	380
Total current liabilities	5,455	5,340	5,475	5,365	5,293	5,418	5,443
NON-CURRENT LIABILITIES							
Employee provisions	911	991	911	911	911	911	911
Other	5	4	5	5	5	5	5
Total non-current liabilities	916	995	916	916	916	916	916
TOTAL LIABILITIES	6,371	6,335	6,391	6,281	6,209	6,334	6,359
EQUITY							
Contributed equity	(10,046)	(6,752)	(10,046)	(10,046)	(10,046)	(10,046)	(10,046)
Accumulated surplus/(deficit)	22,528	18,784	22,310	22,232	22,114	21,996	21,878
Other	-	(3,195)	-	-	-	-	-
Total equity	12,482	8,837	12,264	12,186	12,068	11,950	11,832
TOTAL LIABILITIES AND EQUITY	18,853	15,172	18,655	18,467	18,277	18,284	18,191

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	27,119	26,421	26,421	25,085	24,579	24,825	25,085
Holding account drawdowns.....	173	173	173	138	104	104	104
Royalties for Regions Fund: Regional Community Services Fund.....	26	42	35	35	35	35	35
Net cash provided by State Government.....	27,318	26,636	26,629	25,258	24,718	24,964	25,224
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(18,130)	(20,572)	(20,433)	(19,338)	(19,224)	(19,334)	(19,531)
Grants and subsidies.....	(925)	(842)	(988)	(591)	(591)	(591)	(591)
Supplies and services.....	(3,272)	(2,918)	(3,050)	(3,485)	(3,100)	(3,243)	(3,310)
Accommodation.....	(2,238)	(2,454)	(2,308)	(2,029)	(2,025)	(2,021)	(2,017)
Other payments.....	(957)	(755)	(755)	(759)	(759)	(759)	(759)
Receipts ^(b)							
Sale of goods and services.....	167	285	285	285	285	285	285
GST receipts.....	594	505	505	502	502	502	502
Other receipts.....	324	108	108	108	108	108	108
Net cash from operating activities.....	(24,437)	(26,643)	(26,636)	(25,307)	(24,804)	(25,053)	(25,313)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(68)	(173)	(173)	(138)	(104)	(104)	(104)
Net cash from investing activities.....	(68)	(173)	(173)	(138)	(104)	(104)	(104)
NET INCREASE/(DECREASE) IN CASH HELD							
.....	2,813	(180)	(180)	(187)	(190)	(193)	(193)
Cash assets at the beginning of the reporting period.....	7,478	6,743	10,191	10,011	9,824	9,634	9,441
Net cash transferred to/from other agencies....	(100)	-	-	-	-	-	-
Cash assets at the end of the reporting period.....	10,191	6,563	10,011	9,824	9,634	9,441	9,248

(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)

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Sale of Goods and Services							
Receipts - Sale of Goods and Services.....	167	285	285	285	285	285	285
GST Receipts							
GST Input Credits.....	560	418	418	415	415	415	415
GST Receipts on Sales.....	34	87	87	87	87	87	87
Other Receipts							
Other Receipts.....	324	108	108	108	108	108	108
TOTAL.....	1,085	898	898	895	895	895	895

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

Gold Corporation

Part 2 Premier; Minister for Public Sector Management; Federal-State Relations

Asset Investment Program

The Corporation's Asset Investment Program for 2017-18 and across the forward estimates period totals \$50.2 million.

This supports the delivery of its services and the rolling program to update plant, equipment and computer software, including a complete upgrade to its assay lab which will allow it to operate at international standards and maintain accreditation with the London Bullion Market Association.

The Corporation will also 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 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
WORKS IN PROGRESS							
Computer Software Replacement Program	4,850	3,450	350	670	450	100	180
Enterprise Resource Planning Software Replacement.....	19,566	12,766	10,200	5,300	1,500	-	-
Plant and Equipment Replacement Program.....	67,343	25,345	9,448	19,471	9,225	6,790	6,512
Total Cost of Asset Investment Program.....	91,759	41,561	19,998	25,441	11,175	6,890	6,692
FUNDED BY							
Internal Funds and Balances.....			19,998	25,441	11,175	6,890	6,692
Total Funding.....			19,998	25,441	11,175	6,890	6,692

Division 5 Governor's Establishment

Part 2 Premier; Minister for Public Sector Management; Federal-State Relations

Appropriations, Expenses and Cash Assets

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 7 Net amount appropriated to deliver services	1,583	1,529	1,529	1,457	1,439	1,473	1,483
Amount Authorised by Other Statutes							
- Governor's Establishment Act 1992.....	3,152	3,244	3,244	3,288	3,389	3,466	3,466
- Salaries and Allowances Act 1975	570	570	570	570	570	570	570
Total appropriations provided to deliver services.....	5,305	5,343	5,343	5,315	5,398	5,509	5,519
CAPITAL							
Item 89 Capital Appropriation	-	-	-	1,400	2,400	1,000	1,000
TOTAL APPROPRIATIONS	5,305	5,343	5,343	6,715	7,798	6,509	6,519
EXPENSES							
Total Cost of Services.....	5,197	5,324	5,324	5,386	5,507	5,618	5,628
Net Cost of Services ^(a)	5,076	5,209	5,209	5,259	5,380	5,491	5,501
CASH ASSETS ^(b)	911	845	850	728	668	608	548

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

(b) As at 30 June each financial year.

Spending Changes

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

	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
2017-18 Tariffs, Fees and Charges	-	12	12	12	12
Freeze Salaries and Allowances Tribunal Determined Salaries	-	(22)	(22)	(22)	(22)
Revision to Indexation for Non-Salary Expenses	-	(6)	(12)	(14)	(16)

Significant Issues Impacting the Agency

- Her Excellency the Honourable Kerry Sanderson AC will retire from office in 2017-18. In the event of an interregnum period before the appointment of the 33rd Governor, the Establishment will continue to provide support to the State administrator during that period.
- The Establishment is committed to the preservation, appropriate use and presentation of the heritage listed Government Domain including Government House, the Ballroom and the Grounds. In 2017-18 the Establishment will commence two projects outlined in the Government Domain Conservation and Management Plan. The roof at Government House will be repaired and restored to its original state and all air conditioning plants will be replaced with an efficient, low cost and reliable alternative.
- 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	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
1. Effective Support to the Governor.....	1,312	1,437	1,437	1,562	1,597	1,629	1,632
2. Management of the Governor's Establishment	3,885	3,887	3,887	3,824	3,910	3,989	3,996
Total Cost of Services	5,197	5,324	5,324	5,386	5,507	5,618	5,628

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.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Target \$'000	Note
Total Cost of Service.....	1,312	1,437	1,437	1,562	
Less Income	-	-	-	-	
Net Cost of Service	1,312	1,437	1,437	1,562	
Employees (Full Time Equivalents).....	5	7	6	7	

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.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 3,885	\$'000 3,887	\$'000 3,887	\$'000 3,824	
Less Income.....	121	115	115	127	1
Net Cost of Service.....	3,764	3,772	3,772	3,697	
Employees (Full Time Equivalents).....	24	26	24	26	

Explanation of Significant Movements

(Notes)

- From 2017-18 costs associated with use of the Grounds by other organisations will be recouped as hire fees similar to the Ballroom hire arrangements.

Asset Investment Program

In 2017-18 the Establishment will commence two projects outlined in the Government Domain Conservation and Management Plan. The roof at Government House will be repaired and restored to its original state and all air conditioning plant will be replaced with an efficient, low cost and reliable alternative.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
WORKS IN PROGRESS							
Government House Restoration and Refurbishment Maintenance Program.....	603	178	152	77	116	116	116
Property, Plant and Equipment Upgrades - Equipment.....	194	55	55	139	-	-	-
COMPLETED WORKS							
Property, Plant and Equipment Upgrades - Security.....	147	147	46	-	-	-	-
NEW WORKS							
Government House Restoration and Refurbishment Air Conditioning Replacement.....	3,600	-	-	500	1,000	1,000	1,000
Roof Repair and Replacement.....	2,300	-	-	900	1,400	-	-
Total Cost of Asset Investment Program.....	6,844	380	253	1,616	2,516	1,116	1,116
FUNDED BY							
Capital Appropriation.....			-	1,400	2,400	1,000	1,000
Internal Funds and Balances.....			253	216	116	116	116
Total Funding.....			253	1,616	2,516	1,116	1,116

Financial Statements

INCOME STATEMENT ^(a) (Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	3,645	3,786	3,786	3,838	3,939	4,016	4,016
Supplies and services	658	565	565	589	603	607	609
Accommodation	287	397	397	405	425	428	426
Depreciation and amortisation	483	461	461	433	417	444	454
Other expenses.....	124	115	115	121	123	123	123
TOTAL COST OF SERVICES	5,197	5,324	5,324	5,386	5,507	5,618	5,628
Income							
Sale of goods and services.....	121	115	115	127	127	127	127
Total Income.....	121	115	115	127	127	127	127
NET COST OF SERVICES	5,076	5,209	5,209	5,259	5,380	5,491	5,501
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	5,305	5,343	5,343	5,315	5,398	5,509	5,519
Resources received free of charge	12	30	30	30	30	30	30
TOTAL INCOME FROM STATE GOVERNMENT	5,317	5,373	5,373	5,345	5,428	5,539	5,549
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	241	164	164	86	48	48	48

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

(b) The Full Time Equivalents for 2015-16 Actual, 2016-17 Estimated Actual and 2017-18 Budget Estimate are 29, 30 and 33 respectively. In some cases the figures for 2015-16 and 2016-17 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	911	818	823	674	587	500	413
Receivables	10	19	10	10	10	10	10
Other.....	7	5	7	7	7	7	7
Total current assets	928	842	840	691	604	517	430
NON-CURRENT ASSETS							
Holding account receivables.....	1,431	1,889	1,889	2,319	2,733	3,174	3,625
Property, plant and equipment.....	33,034	32,750	32,845	34,046	36,156	36,839	37,512
Restricted cash	-	27	27	54	81	108	135
Other.....	838	1,253	819	801	790	779	768
Total non-current assets	35,303	35,919	35,580	37,220	39,760	40,900	42,040
TOTAL ASSETS	36,231	36,761	36,420	37,911	40,364	41,417	42,470
CURRENT LIABILITIES							
Employee provisions	418	328	418	418	418	418	418
Other.....	41	113	66	71	76	81	86
Total current liabilities	459	441	484	489	494	499	504
NON-CURRENT LIABILITIES							
Employee provisions	78	90	78	78	78	78	78
Total non-current liabilities	78	90	78	78	78	78	78
TOTAL LIABILITIES.....	537	531	562	567	572	577	582
EQUITY							
Contributed equity	3,635	3,635	3,635	5,035	7,435	8,435	9,435
Accumulated surplus/(deficit).....	2,778	2,986	2,942	3,028	3,076	3,124	3,172
Reserves.....	29,281	29,609	29,281	29,281	29,281	29,281	29,281
Total equity	35,694	36,230	35,858	37,344	39,792	40,840	41,888
TOTAL LIABILITIES AND EQUITY	36,231	36,761	36,420	37,911	40,364	41,417	42,470

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	4,836	4,885	4,885	4,885	4,984	5,068	5,068
Capital appropriation.....	-	-	-	1,400	2,400	1,000	1,000
Holding account drawdowns.....	59	-	-	-	-	-	-
Net cash provided by State Government.....	4,895	4,885	4,885	6,285	7,384	6,068	6,068
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(3,750)	(3,766)	(3,766)	(3,838)	(3,939)	(4,016)	(4,016)
Supplies and services.....	(695)	(535)	(535)	(559)	(573)	(577)	(579)
Accommodation.....	(291)	(397)	(397)	(405)	(425)	(428)	(426)
Other payments.....	(247)	(173)	(173)	(179)	(181)	(181)	(181)
Receipts ^(b)							
Sale of goods and services.....	124	115	115	127	127	127	127
GST receipts.....	135	63	63	63	63	63	63
Net cash from operating activities.....	(4,724)	(4,693)	(4,693)	(4,791)	(4,928)	(5,012)	(5,012)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(333)	(179)	(253)	(1,616)	(2,516)	(1,116)	(1,116)
Net cash from investing activities.....	(333)	(179)	(253)	(1,616)	(2,516)	(1,116)	(1,116)
NET INCREASE/(DECREASE) IN CASH HELD.....	(162)	13	(61)	(122)	(60)	(60)	(60)
Cash assets at the beginning of the reporting period.....	1,073	832	911	850	728	668	608
Cash assets at the end of the reporting period.....	911	845	850	728	668	608	548

(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)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Sale of Goods and Services							
Sale of Goods and Services.....	124	115	115	127	127	127	127
GST Receipts							
GST Input Credits.....	135	63	63	63	63	63	63
TOTAL.....	259	178	178	190	190	190	190

(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 Public Sector Management; Federal-State Relations

Asset Investment Program

The Commission's Asset Investment Program totals \$10.6 million in 2017-18. The continuation of the Retail Transformation Program (RTP) includes investment of \$5.3 million in 2017-18. The RTP will refresh Lotterywest's retail network and signage, replace ageing technology and consolidate the Play Online and Player Registration System (card) membership databases into a single Lotterywest online registration system.

Over the forward estimates, Lotterywest will invest:

- \$3 million in its gaming systems and software to provide contemporary lottery offerings and respond to evolving customer expectations;
- \$2.7 million for operating system upgrades and supporting environments; and
- \$3.3 million for a significant upgrade of security measures to respond to increasing cyber activity and the associated risk to the integrity of Lotterywest's gaming system.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
WORKS IN PROGRESS							
Retail Transformation Program	16,208	10,914	2,103	5,294	-	-	-
COMPLETED WORKS							
Gaming 2016-17 Program	103	103	103	-	-	-	-
Information Technology (IT) Projects							
Computer Hardware and Software Replacement	430	430	120	-	-	-	-
Corporate Network Refresh	1,404	1,404	1,304	-	-	-	-
IT Infrastructure Build	1,474	1,474	1,474	-	-	-	-
Mobile Access: Stage 2 - Mobile Applications	503	503	38	-	-	-	-
Replace Smartform Technology	454	454	372	-	-	-	-
SAP Backup and Recovery Solution	224	224	85	-	-	-	-
Security Framework Upgrades	307	307	64	-	-	-	-
Server Infrastructure Refresh	944	944	472	-	-	-	-
Wide Area Network End Routers	588	588	423	-	-	-	-
Land and Buildings - New Leased Building Fit-outs	6,581	6,581	6,419	-	-	-	-
Plant and Equipment							
2016-17 Program	24	24	24	-	-	-	-
Telephone Systems Upgrade	496	496	457	-	-	-	-
Software - SAP Business Intelligence Development	226	226	31	-	-	-	-
NEW WORKS							
Gaming							
2017-18 Program	1,088	-	-	1,088	-	-	-
2019-20 Program	500	-	-	-	-	500	-
Network							
2017-18 Program	250	-	-	250	-	-	-
2018-19 Program	500	-	-	-	500	-	-
2020-21 Program	250	-	-	-	-	-	250
Operating System							
2017-18 Program	1,202	-	-	1,202	-	-	-
2018-19 Program	300	-	-	-	300	-	-
2019-20 Program	500	-	-	-	-	500	-
2020-21 Program	650	-	-	-	-	-	650
Plant and Equipment							
2017-18 Program	445	-	-	445	-	-	-
2018-19 Program	200	-	-	-	200	-	-
2019-20 Program	200	-	-	-	-	200	-
2020-21 Program	200	-	-	-	-	-	200

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Security							
2017-18 Program	1,486	-	-	1,486	-	-	-
2018-19 Program	800	-	-	-	800	-	-
2019-20 Program	250	-	-	-	-	250	-
2020-21 Program	750	-	-	-	-	-	750
Software							
2017-18 Program	796	-	-	796	-	-	-
2018-19 Program	250	-	-	-	250	-	-
2019-20 Program	250	-	-	-	-	250	-
2020-21 Program	100	-	-	-	-	-	100
Total Cost of Asset Investment Program.....	40,933	24,672	13,489	10,561	2,050	1,700	1,950
FUNDED BY							
Internal Funds and Balances.....			13,489	10,561	2,050	1,700	1,950
Total Funding.....			13,489	10,561	2,050	1,700	1,950

Division 6

Salaries and Allowances Tribunal

Part 2

Premier; Minister for Public Sector Management; Federal-State Relations

Appropriations, Expenses and Cash Assets

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 8 Net amount appropriated to deliver services	1,077	1,084	1,084	1,091	1,101	1,108	1,116
Total appropriations provided to deliver services.....	1,077	1,084	1,084	1,091	1,101	1,108	1,116
TOTAL APPROPRIATIONS	1,077	1,084	1,084	1,091	1,101	1,108	1,116
EXPENSES							
Total Cost of Services.....	910	1,102	1,102	1,109	1,119	1,126	1,134
Net Cost of Services ^(a)	900	1,099	1,058	1,073	1,083	1,090	1,131
CASH ASSETS ^(b)	1,494	1,270	1,545	1,588	1,627	1,666	1,672

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

(b) As at 30 June each financial year.

Spending Changes

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

	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Revision to Indexation for Non-Salary Expenses	-	(14)	(28)	(34)	(40)

Significant Issues Impacting the Agency

- Following the enactment of legislation, the Tribunal will develop and implement frameworks to set remuneration provided to Chief Executive Officers of Government Trading Enterprises and governing bodies of universities.

Resource Agreement

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

Outcomes, Services and Key Performance Information

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

Service Summary

Expense	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
1. Support Services to the Salaries and Allowances Tribunal.....	910	1,102	1,102	1,109	1,119	1,126	1,134
Total Cost of Services	910	1,102	1,102	1,109	1,119	1,126	1,134

Outcomes and Key Effectiveness Indicators ^(a)

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 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	36	35	48	42	1
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%	

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

Explanation of Significant Movements

(Notes)

1. A higher than expected number of determinations occurred during 2016-17 compared to 2015-16. The number of determinations is expected to reduce in the 2017-18 Budget Target compared to the 2016-17 Estimated Actual.

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.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 910	\$'000 1,102	\$'000 1,102	\$'000 1,109	
Less Income.....	10	3	44	36	
Net Cost of Service.....	900	1,099	1,058	1,073	
Employees (Full Time Equivalents).....	3	3	3	3	
Efficiency Indicator					
Cost (Efficiency) - Average Cost per Determination Report.....	\$25,278	\$31,486	\$22,958	\$26,405	1

Explanation of Significant Movements

(Notes)

1. A higher than expected number of determinations during 2016-17 has resulted in a lower Average Cost per Determination Report in the financial year. The Tribunal expects the volume of determinations in 2017-18 will be less than in 2016-17, which results in a higher anticipated Average Cost per Determination Report.

Financial Statements

INCOME STATEMENT ^(a) (Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	620	513	529	536	544	551	559
Supplies and services	98	423	379	383	402	406	411
Accommodation	154	143	156	152	148	146	144
Depreciation and amortisation.....	28	17	28	28	15	13	10
Other expenses.....	10	6	10	10	10	10	10
TOTAL COST OF SERVICES	910	1,102	1,102	1,109	1,119	1,126	1,134
Income							
Grants and subsidies.....	-	-	41	33	33	33	-
Other revenue.....	10	3	3	3	3	3	3
Total Income.....	10	3	44	36	36	36	3
NET COST OF SERVICES	900	1,099	1,058	1,073	1,083	1,090	1,131
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	1,077	1,084	1,084	1,091	1,101	1,108	1,116
Resources received free of charge.....	15	15	15	15	15	15	15
TOTAL INCOME FROM STATE GOVERNMENT	1,092	1,099	1,099	1,106	1,116	1,123	1,131
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	192	-	41	33	33	33	-

(a) The Full Time Equivalents for 2015-16 Actual, 2016-17 Estimated Actual and 2017-18 Budget Estimate are 3, 3 and 3 respectively. In some cases the figures for 2015-16 and 2016-17 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	1,494	1,268	1,543	1,584	1,621	1,658	1,662
Receivables	3	6	4	13	14	16	13
Total current assets	1,497	1,274	1,547	1,597	1,635	1,674	1,675
NON-CURRENT ASSETS							
Holding account receivables	45	54	54	63	72	81	90
Property, plant and equipment	5	-	4	2	-	-	-
Restricted cash	-	2	2	4	6	8	10
Other	90	73	63	37	23	10	-
Total non-current assets	140	129	123	106	101	99	100
TOTAL ASSETS	1,637	1,403	1,670	1,703	1,736	1,773	1,775
CURRENT LIABILITIES							
Employee provisions	57	51	57	57	57	57	57
Payables	1	5	1	1	1	1	1
Other	10	9	2	2	2	6	8
Total current liabilities	68	65	60	60	60	64	66
NON-CURRENT LIABILITIES							
Employee provisions	55	20	55	55	55	55	55
Total non-current liabilities	55	20	55	55	55	55	55
TOTAL LIABILITIES	123	85	115	115	115	119	121
EQUITY							
Accumulated surplus/(deficit)	1,514	1,318	1,555	1,588	1,621	1,654	1,654
Total equity	1,514	1,318	1,555	1,588	1,621	1,654	1,654
TOTAL LIABILITIES AND EQUITY	1,637	1,403	1,670	1,703	1,736	1,773	1,775

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	1,068	1,075	1,075	1,082	1,092	1,099	1,107
Net cash provided by State Government.....	1,068	1,075	1,075	1,082	1,092	1,099	1,107
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(587)	(511)	(535)	(534)	(544)	(547)	(557)
Supplies and services.....	(90)	(408)	(367)	(379)	(387)	(393)	(393)
Accommodation.....	(154)	(143)	(156)	(152)	(148)	(146)	(144)
Other payments.....	(34)	(64)	(68)	(68)	(68)	(68)	(68)
Receipts ^(b)							
Grants and subsidies.....	-	-	41	33	33	33	-
GST receipts.....	27	58	58	58	58	58	58
Other receipts.....	10	3	3	3	3	3	3
Net cash from operating activities.....	(828)	(1,065)	(1,024)	(1,039)	(1,053)	(1,060)	(1,101)
NET INCREASE/(DECREASE) IN CASH HELD.....	240	10	51	43	39	39	6
Cash assets at the beginning of the reporting period.....	1,254	1,260	1,494	1,545	1,588	1,627	1,666
Cash assets at the end of the reporting period.....	1,494	1,270	1,545	1,588	1,627	1,666	1,672

(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)

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Specific Purpose - Indian Ocean Territories.....	-	-	41	33	33	33	-
GST Receipts							
GST Input Credits.....	27	58	58	58	58	58	58
Other Receipts							
Other Revenue.....	10	3	3	3	3	3	3
TOTAL.....	37	61	102	94	94	94	61

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