

Part 11

Planning and Land Use

Summary of Portfolio Appropriations

Agency	2017-18 Budget \$'000	2017-18 Estimated Actual '000	2018-19 Budget Estimate '000
Planning, Lands and Heritage			
– Delivery of Services	115,311	113,516	93,015
– Capital Appropriation	2,391	2,391	2,485
Total	117,702	115,907	95,500
Western Australian Planning Commission			
– Delivery of Services	100,508	98,986	90,497
– Capital Appropriation	5,504	5,504	5,400
Total	106,012	104,490	95,897
Western Australian Land Information Authority			
– Delivery of Services	31,773	31,640	34,789
Total	31,773	31,640	34,789
Heritage Council of Western Australia			
– Delivery of Services	1,421	1,421	1,390
Total	1,421	1,421	1,390
National Trust of Australia (WA)			
– Delivery of Services	3,212	3,368	3,146
– Capital Appropriation	435	435	435
Total	3,647	3,803	3,581
GRAND TOTAL			
– Delivery of Services	252,225	248,931	222,837
– Capital Appropriation	8,330	8,330	8,320
Total	260,555	257,261	231,157

Division 41 Planning, Lands and Heritage

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 81 Net amount appropriated to deliver services.....	123,982	114,083	112,541	92,293	89,273	88,776	88,843
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	1,228	1,228	975	722	722	722	725
Total appropriations provided to deliver services	125,210	115,311	113,516	93,015	89,995	89,498	89,568
ADMINISTERED TRANSACTIONS							
Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	89,714	-	-	-	-	-	-
CAPITAL							
Item 126 Capital Appropriation	5,283	2,391	2,391	2,485	2,610	3,473	3,647
TOTAL APPROPRIATIONS	220,207	117,702	115,907	95,500	92,605	92,971	93,215
EXPENSES							
Total Cost of Services	175,851	201,529	189,590	178,604	167,741	158,608	158,439
Net Cost of Services ^(a)	121,367	143,483	133,419	120,423	111,309	101,843	101,674
CASH ASSETS ^(b).....	75,305	53,193	67,448	52,668	48,454	47,442	46,475

(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 presentation of the 2017-18 Budget to Parliament on 7 September 2017, are outlined below:

	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
Election Commitment					
Senior Executive Service Reduction	(500)	(1,000)	(1,000)	(1,000)	(1,000)
Other					
2018-19 Tariffs, Fees and Charges	-	303	303	303	303
Aboriginal Policy Section 25 Transfer to the Department of the Premier and Cabinet	(1,008)	(2,240)	(2,255)	(2,270)	(2,286)
Government Office Accommodation Reform Program	90	328	336	344	351
Indian Ocean Territories Service Level Agreement	410	-	-	-	-
Kariyarra Indigenous Land Use Agreement	-	-	-	-	244
New Public Sector Wages Policy	(601)	(1,043)	(1,505)	(1,982)	-
Office of the Government Architect Section 25 Transfer from the Department of Finance	165	660	660	660	660
Redevelopment of Claremont North East Precinct	1,500	-	-	-	-
Southwest Settlements Funding Allocation	-	669	-	-	-
State Fleet Policy and Procurement Initiatives	(74)	(118)	(131)	(164)	(167)
Voluntary Targeted Separation Scheme ^(a)	3,224	(4,271)	(4,311)	(4,350)	(4,415)

(a) Cost and savings estimates of the Voluntary Targeted Separation Scheme as at 9 April 2018 Budget cut-off date. The costs and savings of the Scheme will be further updated in the 2017-18 Annual Report on State Finances and the 2018-19 Mid-year Review.

Significant Issues Impacting the Agency

Aboriginal Lands Trust

- In 2018-19 the Government will continue to facilitate the transfer of Aboriginal Lands Trust land and infrastructure assets to Aboriginal control in order to foster increased economic opportunities critical to the sustainability of Aboriginal communities in regional and remote Western Australia.

Fremantle Prison

- The Department manages, conserves and operates the World Heritage listed Fremantle Prison ensuring the economic sustainability of Western Australia's most recognised and important historic tourism and compatible use asset.

Land Asset Sales Program

- The program will continue to manage the divestment of surplus or underutilised State property to optimise the value and best use of these assets.

Northampton Townsite

- The Northampton Lead Tailings project continues to be progressed with \$3.8 million allocated in 2018-19 to continue the removal, management and the safe disposal of lead tailings at 132 properties.

Wittenoom Asbestos Management Area

- The Department will continue its commitment to finalise the closure of the Wittenoom town site, providing a budget of \$4.1 million across 2017-18 and 2018-19 to acquire the remaining freehold properties.

METRONET Planning

- The Department supports the METRONET taskforce and provides planning expertise and advice in relation to land use planning around the project's development and delivery.

Westport

- The Department continues to support the Westport taskforce in the development of the long-term strategic plans for the Port of Fremantle's Outer Harbour and future Inner Harbour.

Forrestfield-Airport Link (FAL)

- The Department will continue to work with the METRONET team on the station precinct planning for the FAL, on behalf of the Western Australian Planning Commission (WAPC). FAL is one of the first key projects to be delivered as part of METRONET Stage 1 and includes new stations at Forrestfield, Airport Central and Redcliffe.

Planning Reform

- The Department is supporting the review of Western Australia's planning system. An independent Green Paper is being prepared which includes proposals to address key reform priorities. This paper will be released for public comment and feedback received will be used to inform a White Paper which will be provided to Government for consideration.

Urban Development

- The Department continues to monitor and coordinate land supply and the timely delivery of residential, industrial and commercial land for the WAPC.

Demography and Indicators Program

- The Department delivers an ongoing program of demography and applied urban research projects that enable government to understand population trends and plan for the efficient delivery of services. This information is available to all government departments and is readily accessible in documents including WA Tomorrow and the Metropolitan Land Use Forecasting System. Lot data is critical to industry in matching demand and supply of lots.

Review of the Swan Valley Planning Framework

- The Department is reviewing the Swan Valley Development Plan and the Swan Valley Protection Bill. The review will consider both social and economic priorities to balance the region's significance as a centre for cultural and viticultural tourism. Consultation with the community will help inform the review.

Resource Agreement

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

The relationship of Ministers to services is shown below.

Responsible Ministers	Services
Minister for Planning and Lands	<ol style="list-style-type: none"> 1. Integrated Land and Infrastructure Policy Development 2. Land Accessibility Planning and Policy Development 3. Land Asset Management 4. Crown Land Administration 5. Native Title Administration 6. Preparation for Sale of State-owned Land Assets
Minister for Heritage	<ol style="list-style-type: none"> 7. Cultural Heritage Conservation Services on Behalf of and Under the Direction of the Heritage Council of Western Australia 8. Community Engagement in Cultural Heritage
Minister for Aboriginal Affairs	<ol style="list-style-type: none"> 9. Heritage Management 10. Land Management

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
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	An effective and efficient planning system that supports the sustainable development of well-planned communities in Western Australia.	1. Integrated Land and Infrastructure Policy Development 2. Land Accessibility Planning and Policy Development
	The State's land asset is managed responsibly.	3. Land Asset Management
	Security of Land Tenure.	4. Crown Land Administration 5. Native Title Administration
Sustainable Finances: Responsible financial management and better service delivery.	Optimise the value of the State's land assets.	6. Preparation for Sale of State-owned Land Assets
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Quality advice and support to the Heritage Council of Western Australia and the Minister for Heritage to promote and deliver the conservation of cultural heritage places in Western Australia, for the benefit of present and future generations.	7. Cultural Heritage Conservation Services on Behalf of and Under the Direction of the Heritage Council of Western Australia
	Cultural heritage management for community education and appreciation.	8. Community Engagement in Cultural Heritage
	Achieving the right balance between development and protection to ensure economic opportunities are leveraged to the benefit of the whole community.	9. Heritage Management
	Better utilisation of the Aboriginal Lands Trust Estate to achieve shared social and economic outcomes.	10. Land Management

Service Summary

Expense	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Integrated Land and Infrastructure Policy Development.....	44,551	48,549	46,678	44,459	43,075	42,857	42,879
2. Land Accessibility Planning and Policy Development	44,488	48,220	45,908	43,964	42,789	42,573	42,595
3. Land Asset Management.....	9,647	18,830	14,357	16,809	12,827	5,334	5,336
4. Crown Land Administration.....	23,176	22,619	22,753	18,161	17,673	17,562	17,571
5. Native Title Administration.....	11,388	16,269	15,270	12,878	10,753	9,964	9,725
6. Preparation for Sale of State-owned Land Assets.....	8,926	12,095	12,871	12,344	12,223	12,169	12,171
7. Cultural Heritage Conservation Services on Behalf of and Under the Direction of the Heritage Council of Western Australia	8,020	7,931	6,844	7,034	6,842	6,777	6,780
8. Community Engagement in Cultural Heritage.....	6,980	5,672	5,496	6,154	6,001	5,951	5,953
9. Heritage Management.....	12,139	13,235	11,598	10,128	9,225	9,150	9,155
10. Land Management.....	6,536	8,109	7,815	6,673	6,333	6,271	6,274
Total Cost of Services.....	175,851	201,529	189,590	178,604	167,741	158,608	158,439

Outcomes and Key Effectiveness Indicators ^(a)

	2016-17	2017-18	2017-18	2018-19	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: An effective and efficient planning system that supports the sustainable development of well-planned communities in Western Australia:					
The percentage of subdivision applications determined within the statutory timeframe.....	73%	80%	82%	80%	
The percentage of deposited and strata plans (excluding built strata plans) endorsed within the statutory timeframe	99%	99%	99%	99%	
The percentage of development applications determined within the statutory timeframe	65%	70%	73%	70%	
The percentage of finalised appeals (excluding Development Assessment Panel (DAP) appeals) that are not upheld on review by the State Administrative Tribunal	96%	95%	98%	95%	
The percentage of Local Planning Scheme (LPS) amendments processed by the Department under delegated authority and submitted to the Minister within the statutory timeframe:					
Basic (42 days)	51%	60%	82%	60%	1
Standard (60 days)	29%	60%	60%	60%	1
The percentage of DAP applications that are determined within the statutory timeframe	80%	70%	79%	75%	
Outcome: The State's land asset is managed responsibly:					
Percentage of unmanaged Crown land in the State of Western Australia.....	38%	38%	40%	38%	
Percentage of rent reviews implemented by the recent review date	50%	80%	86%	80%	
Outcome: Security of Land Tenure:					
Percentage of all accepted enquiries progressed to completion or resolution	46%	60%	40%	60%	2
Number of challenges to provision of tenure	nil	nil	nil	nil	
Percentage of new Crown land applications assessed for Native Title	100%	100%	100%	100%	

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Outcome: Optimise the value of the State's land assets:					
Percentage of Crown land sales target achieved	79%	100%	52%	100%	3
Outcome: Quality advice and support to the Heritage Council of Western Australia and the Minister for Heritage to promote and deliver the conservation of cultural heritage places in Western Australia, for the benefit of present and future generations:					
The Minister for Heritage's satisfaction with the services provided by the Department	96%	85%	85%	85%	
The Heritage Council of Western Australia's satisfaction with the services provided by the Department	93%	85%	85%	85%	
Outcome: Cultural heritage management for community education and appreciation:					
Visitors to Fremantle Prison's satisfaction with the services provided by the Department	97%	85%	85%	85%	
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	81%	80%	80%	80%	
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	67%	80%	70%	80%	

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

Explanation of Significant Movements

(Notes)

1. Internal process reforms have enabled the Department to better manage LPS amendment applications.
2. The 2017-18 Budget for accepted enquiries progressed to completion or resolution was predicated on the implementation of an electronic workflow management system. Delays in the implementation of this system has resulted in lower than estimated completions/resolutions. It is anticipated that the system will be implemented early in 2018-19 and with planned improvements the land enquiry processes should improve.
3. The significant variance to the 2017-18 Budget is attributable to delays and uncertainty regarding the Bentley Regeneration Precinct which has an indicative value of \$20 million.

Services and Key Efficiency Indicators

1. Integrated Land and Infrastructure Policy Development

By shaping the pattern of development and influencing the location, scale, density, design and mix of land uses, integrated land use systems contribute to the Government’s goal, ‘Better Places’ by:

- ensuring flexibility to meet the demands of a changing economy and market environments; and
- maximising the use of existing infrastructure rather than incurring the costs of green fields infrastructure with its resulting impact on home affordability.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	44,551	48,549	46,678	44,459	1
Less Income	9,243	10,996	10,566	11,206	
Net Cost of Service	35,308	37,553	36,112	33,253	
Employees (Full Time Equivalents)	233	239	240	222	
Efficiency Indicators					
Average Cost per Policy Hour for Integrated Land Policy Development	\$144.74	\$159.59	\$153.95	\$144.95	

Explanation of Significant Movements

(Notes)

1. The decrease in expenditure between the 2017-18 Estimated Actual and the 2018-19 Budget Target is mainly due to the suspension of the Strategic Assessment of the Perth and Peel Region Project (\$2 million) in 2018-19 and reductions resulting from the Voluntary Targeted Separation Scheme.

2. Land Accessibility Planning and Policy Development

This service contributes to the Government's 'Better Places' goal through:

- ensuring that sufficient land is available for purchase for both residential and commercial, industrial/employment purposes;
- controlling lot sizes and therefore the costs of infrastructure required to service each lot;
- minimising land supply delays and the attendant costs by making accurate, timely decisions on redevelopment and subdivision proposals; and
- providing resources to the WAPC to enable:
 - the acquisition and management of properties reserved under Perth's Metropolitan Region Scheme for important urban roads, controlled access highways, parks and recreational reserves, special uses and major land redevelopment projects; and
 - other special planning projects undertaken within the Perth metropolitan area.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 44,488	\$'000 48,220	\$'000 45,908	\$'000 43,964	1
Less Income	32,423	36,943	35,498	37,650	
Net Cost of Service	12,065	11,277	10,410	6,314	2
Employees (Full Time Equivalents)	232	237	244	221	
Efficiency Indicators					
Average Cost per Statutory Application Processed	\$7,230	\$8,683	\$7,191	\$6,523	3

Explanation of Significant Movements

(Notes)

1. The \$2.3 million decrease in expenditure between the 2017-18 Budget and 2017-18 Estimated Actual is due to the deferral of strategic planning projects being undertaken on behalf of the WAPC.
2. The decrease in Net Cost of Service between 2017-18 Estimated Actual and 2018-19 Budget Target is as a result of an increase in expected number of applications combined with a reduction in salary costs.
3. A reduction in the Total Cost of Service along with a higher than anticipated number of applications received has resulted in a reduction in the Average Cost per Statutory Application Processed between the 2017-18 Budget and the 2017-18 Estimated Actual.

3. Land Asset Management

The Department manages Crown land to ensure that land is being utilised at its full value and potential. This service is responsible for supporting the policies and strategies that unlock the land potential for the State, and manage the risk of Crown land including managed and unmanaged Crown land.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 9,647	\$'000 18,830	\$'000 14,357	\$'000 16,809	1
Less Income	6,808	2,878	2,878	2,878	
Net Cost of Service	2,839	15,952	11,479	13,931	
Employees (Full Time Equivalents)	38	29	28	23	
Efficiency Indicators					
Percentage of Pastoral Leases Monitored.....	91%	90%	90%	90%	
Average Cost per Square Kilometre to Manage Crown Land.....	\$2.37	\$2.40	\$2.49	\$2.18	

Explanation of Significant Movements

(Notes)

- The increase in expenditure between the 2016-17 Actual and the 2017-18 Budget is mainly due to the Mitigation of Extreme Bushfire and Other Risks on State-owned Land initiative (\$5 million) and deferral of expenditure pertaining to the Wittenoom Townsite project (\$3.7 million).

The decrease in expenditure between the 2017-18 Budget and 2017-18 Estimated Actual is primarily due to the deferral of expenditure pertaining to the Wittenoom Townsite project (\$3.4 million), Phase 2 of the Northampton Lead Tailings project (\$1.6 million) and the Mitigation of Extreme Bushfire and Other Risks on State Owned Land initiative (\$1.5 million). This is partially offset by an increase of \$1.5 million for the Redevelopment of the Claremont North East Precinct.

The decrease in expenditure between the 2017-18 Budget to the 2018-19 Budget Target is mainly due to the deferral of expenditure for the Wittenoom Townsite project (\$2.4 million) from 2017-18 to 2018-19, due to negotiated settlements being unable to be reached with a number of property owners.

4. 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.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 23,176	\$'000 22,619	\$'000 22,753	\$'000 18,161	1
Less Income	1,507	1,092	1,092	1,080	
Net Cost of Service	21,669	21,527	21,661	17,081	
Employees (Full Time Equivalents)	92	134	112	90	
Efficiency Indicators					
Operational Cost per Crown Land Action	\$7,245	\$7,069	\$8,976	\$7,264	2
Average Number of Days to Progress an Inquiry from Assessment to Acceptance	13 working days	12 working days	30 working days	15 working days	3

Explanation of Significant Movements

(Notes)

- The decrease in expenditure between the 2017-18 Estimated Actual and the 2018-19 Budget Target is mainly due to the Voluntary Targeted Separation Scheme and finalisation of Royalties for Regions funded initiatives including Water for Food and Modernising the Framework of Crown Land Administration.
- The increase in the Operational Cost per Crown Land Action in the 2017-18 Estimated Actual is due to a reduction in the estimated number of Crown Land Actions.
- The impact of Machinery of Government changes and a delay in the implementation of an electronic workflow management system led to an increase in the Average Number of Days to Progress an Inquiry from Assessment to Acceptance during 2017-18. The implementation of the new system early in 2018-19 and realignment of resources should decrease timeframes for all land enquiry processes.

5. Native Title Administration

The Department ensures that in the case of land subject to native title rights and interests, security of land tenure is provided by dealing with Native Title appropriately depending on the use and type of tenure proposed.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 11,388	\$'000 16,269	\$'000 15,270	\$'000 12,878	1
Less Income	-	-	-	-	
Net Cost of Service	11,388	16,269	15,270	12,878	
Employees (Full Time Equivalents)	45	46	45	38	
Efficiency Indicators					
Average Operational Cost per Native Title Action Taken	\$93,585	\$88,938	\$100,144	\$88,267	2

Explanation of Significant Movements

(Notes)

- The increase in expenditure between the 2016-17 Actual and the 2017-18 Budget is due to the commencement of the Kariyarra Indigenous Land Use Agreement (ILUA), which has a budget of \$4.5 million.

The decrease in expenditure between the 2017-18 Estimated Actual and the 2018-19 Budget Target is mainly due to the Kariyarra ILUA settlement budget being less in 2018-19 and cost reductions resulting from the Voluntary Targeted Separation Scheme.

- The cost of Native Title actions will vary on a case-by-case basis and is determined by a variable level of complexity.

6. Preparation for Sale of State-owned Land Assets

The Department administers the Government's Land Asset Sales Program, whereby surplus or underutilised Crown 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.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 8,926	\$'000 12,095	\$'000 12,871	\$'000 12,344	
Less Income	-	-	-	-	
Net Cost of Service	8,926	12,095	12,871	12,344	
Employees (Full Time Equivalents)	35	23	23	19	
Efficiency Indicators					
Percentage of Divestment Fund Spent to Unlock Crown Land Assets	75%	100%	31%	100%	1

Explanation of Significant Movements

(Notes)

- The reduced Divestment Fund expenditure in the 2017-18 Estimated Actual correlates with the reduced level of land sales expected to be achieved.

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

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

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 8,020	\$'000 7,931	\$'000 6,844	\$'000 7,034	
Less Income	8	1,087	1,087	7	1
Net Cost of Service	8,012	6,844	5,757	7,027	
Employees (Full Time Equivalents)	30	31	34	33	
Efficiency Indicators					
Average Cost per Place of Maintaining the Heritage Register	\$61	\$60	\$47	\$50	
Average Cost of Development Referrals	\$1,072	\$900	\$877	\$895	
Average Cost of Administering Grants (per Grant Dollar)	\$0.10	\$0.10	\$0.15	\$0.15	2

Explanation of Significant Movements

(Notes)

- The increase in the 2017-18 Budget and Estimated Actual is due to the income from the sale of the Coojee Hotel.
- The increase in the Average Cost of Administering Grants (per Grant Dollar) from the 2017-18 Budget to the Estimated Actual is due to the cessation of the Heritage Advisory Service Subsidy program.

8. Community Engagement in Cultural Heritage

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

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 6,980	\$'000 5,672	\$'000 5,496	\$'000 6,154	
Less Income	4,352	4,910	4,910	5,220	
Net Cost of Service	2,628	762	586	934	
Employees (Full Time Equivalents)	26	32	24	26	
Efficiency Indicators					
Average Cost per Visitor to the Fremantle Prison	\$30.08	\$40	\$33.16	\$32.25	1

Explanation of Significant Movements

(Notes)

1. The reduction in the Average Cost per Visitor to the Fremantle Prison in the 2017-18 Estimated Actual and 2018-19 Budget Target is due to an increase in expected visitors.

9. Heritage Management

Involves the provision of secretariat and policy support for the Aboriginal Cultural Material Committee; provision of advice on matters relating to Aboriginal heritage; processing of statutory approvals administration of heritage sites register; family history research; and heritage compliance activities.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 12,139	\$'000 13,235	\$'000 11,598	\$'000 10,128	1
Less Income	95	100	100	100	
Net Cost of Service	12,044	13,135	11,498	10,028	
Employees (Full Time Equivalents)	54	61	58	45	
Efficiency Indicators					
Average Processing Time per Statutory Approval	79 days	70 days	86 days	70 days	2
Average Time to Update Register	21 days	12 days	19 days	12 days	3
Average Time to Complete Initial Assessment	3 days	3 days	3 days	3 days	

Explanation of Significant Movements

(Notes)

1. The decrease in expenditure between the 2017-18 Budget and the 2018-19 Budget Target is mainly due to the transfer of functions to other agencies as part of the Machinery of Government changes and savings from the Voluntary Targeted Separation Scheme.
2. The Average Processing Time per Statutory Approval increased from 70 days in the 2017-18 Budget to 86 days in 2017-18 Estimated Actual due to an increase in the number of applications received (27%) during the year.
3. The Average Time to Update Register improves from 19 days in the 2017-18 Estimated Actual to 12 days in the 2018-19 Budget Target due to streamlining of approval procedures following Machinery of Government changes.

10. Land Management

Involves the provision of secretariat and policy support to the Aboriginal Lands Trust, Aboriginal people, the Minister for Aboriginal Affairs, Government and key stakeholders in relation to management of the Aboriginal Lands Trust estate; processing of land access approvals; assisting with operational management and development of land; management of strategic initiatives in accordance with the Aboriginal Land Trust strategic plan; and facilitation of the transfer of land to the Aboriginal people.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 6,536	\$'000 8,109	\$'000 7,815	\$'000 6,673	1
Less Income	48	40	40	40	
Net Cost of Service	6,488	8,069	7,775	6,633	
Employees (Full Time Equivalents)	29	33	39	30	
Efficiency Indicators					
Average Processing Time per Land Transaction.....	3 days	3 days	3 days	3 days	

Explanation of Significant Movements

(Notes)

1. The reduction in expenditure between the 2017-18 Budget and the 2018-19 Budget Target is mainly due to savings resulting from the Voluntary Targeted Separation Scheme and the inclusion of a one-off grant to the Aboriginal Affairs Planning Authority in the 2017-18 Budget.

Asset Investment Program

The Department's Asset Investment Program for 2018-19 is \$6.4 million, comprised of accommodation, asset replacement, minor works and information and communications technology (ICT) asset replacement.

The Department has approved funding for the following process improvements:

- Digitisation Project - This project will continue to digitise State land record in 2018-19 with a budget of \$0.4 million. The digitisation of the open and active operational files will reduce process timeframes on determinations and land actions, streamline business processes, ensure business continuity, enable integration with the Workflow Management System (LandsWA) and address risks associated with the reliance on paper-based files.
- LandsWA - Implementation of a Workflow Management System will continue in 2018-19 with a budget of \$1.7 million. This project will promote a cloud-based environment and allow the Department to digitally connect with customers, transform the way Crown land is managed, provide management with the tool to manage workflow, and deliver consistent and timely services to customers.
- The Department will continue to develop back office corporate systems that support the WAPC in its determination of land use applications and to reduce application processing delay.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-18 \$'000	2017-18 Estimated Expenditure \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
WORKS IN PROGRESS							
Accommodation Refurbishment and Sustainability							
Initiatives.....	7,083	4,216	246	258	271	352	370
Asset Replacement - ICT	23,786	15,586	1,125	1,062	1,087	1,778	1,277
ICT Projects							
Digitisation of State Land Records.....	2,515	2,150	1,250	365	-	-	-
ICT Infrastructure.....	38,668	21,072	1,945	3,027	1,814	1,905	2,000
Workflow Management System.....	3,458	1,783	1,483	1,675	-	-	-
Total Cost of Asset Investment Program	75,510	44,807	6,049	6,387	3,172	4,035	3,647
FUNDED BY							
Capital Appropriation.....			2,391	2,485	2,610	3,473	3,647
Drawdowns from the Holding Account			625	562	562	562	-
Internal Funds and Balances.....			3,033	3,340	-	-	-
Total Funding.....			6,049	6,387	3,172	4,035	3,647

Financial Statements

Income Statement

Expenses

The Total Cost of Services decreased by \$11.9 million between the 2017-18 Budget and 2017-18 Estimated Actual. This decrease is due to the deferral of the following projects: finalising the closure of the Wittenoom Townsite (\$3.4 million); Phase 2 of the Northampton Lead Tailings project (\$1.6 million); Southwest Native Title Settlement (\$1.9 million); Kariyarra ILUA (\$1.3 million) and Strategic Planning projects (\$1.5 million). In addition to deferrals, expenditure is reduced due to the transfer of functions to other agencies as part of the Machinery of Government changes and savings including the Voluntary Targeted Separation Scheme and Senior Executive Service reduction.

The Total Cost of Services will decrease by \$11.8 million from the 2017-18 Estimated Actual to the 2018-19 Budget Estimate. This decrease is due to the finalisation of fixed term Royalties for Regions projects in addition to savings including the Voluntary Targeted Separation Scheme, Agency Expenditure Review, Senior Executive Service reduction, revised wages policy and the transfer of functions to other agencies as part of the Machinery of Government changes.

The Total Cost of Services decrease of \$10.8 million from the 2018-19 Budget Estimate to the 2019-20 Forward Estimate is due to the finalisation of key initiatives including Phase 2 of the Northampton Lead Tailings project (\$3.8 million), Strategic Planning Projects (\$2.6 million), Southwest Native Title Settlement (\$1.4 million), Kariyarra ILUA (\$1.3 million), Salaries and Wages (\$1 million), and Finalising the Closure of the Wittenoom Townsite (\$0.8 million).

Income

The decrease in total income of \$1.8 million from the 2017-18 Budget to the 2017-18 Estimated Actual is due to the deferral of a number of strategic projects to the 2018-19 Budget Estimate.

Statement of Financial Position

Cash assets reduced by \$22.8 million from the 2016-17 Actual to the 2017-18 Budget due to the deferral of expenditure to 2017-18. An increase of \$17 million from the 2017-18 Budget to the 2017-18 Estimated Actual and subsequent reduction of \$15.1 million to the 2018-19 Budget Estimate is due to further deferrals of expenditure. These deferrals were required because of delays resulting from Machinery of Government changes.

An increase in intangible assets from the 2016-17 Actual to 2017-18 (\$4.1 million) and a decrease from the 2017-18 Budget to the 2017-18 Estimated Actual (\$4.1 million) is due to the deferral of capital projects from 2017-18 to 2018-19.

The reduction in cash assets in 2017-18 relates to the return of surplus cash of \$2.2 million to the Consolidated Account.

Statement of Cashflows

A \$9 million decrease in net cash from operating activities from the 2017-18 Budget to the 2017-18 Estimated Actual is due to the deferral of budgeted payments to the 2018-19 Budget Estimate and the forward estimates period.

**INCOME STATEMENT ^(a)
(Controlled)**

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	95,645	100,729	98,932	87,708	86,358	85,594	85,538
Grants and subsidies ^(c)	6,355	12,909	14,854	13,252	10,642	4,875	4,750
Supplies and services	31,468	56,771	43,713	45,725	39,250	36,593	36,593
Accommodation	16,680	14,785	14,897	15,130	15,289	15,860	15,867
Depreciation and amortisation	3,946	4,806	4,806	4,889	4,684	4,299	4,299
Other expenses	21,757	11,529	12,388	11,900	11,518	11,387	11,392
TOTAL COST OF SERVICES	175,851	201,529	189,590	178,604	167,741	158,608	158,439
Income							
Sale of goods and services	4,484	4,794	4,869	5,483	5,483	5,483	5,483
Regulatory fees and fines	1,507	1,092	1,092	1,056	1,080	1,080	1,080
Grants and subsidies	974	677	1,087	126	126	126	126
Other revenue	47,519	51,483	49,123	51,516	49,743	50,076	50,076
Total Income	54,484	58,046	56,171	58,181	56,432	56,765	56,765
NET COST OF SERVICES	121,367	143,483	133,419	120,423	111,309	101,843	101,674
INCOME FROM STATE GOVERNMENT							
Service appropriations	125,210	115,311	113,516	93,015	89,995	89,498	89,568
Resources received free of charge	9,118	9,245	9,245	9,245	9,245	9,245	9,245
Royalties for Regions Fund:							
Regional Community Services Fund	2,346	6,807	4,744	5,294	6,061	294	100
Regional Infrastructure and Headworks Fund	454	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	137,128	131,363	127,505	107,554	105,301	99,037	98,913
SURPLUS/(DEFICIENCY) FOR THE PERIOD	15,761	(12,120)	(5,914)	(12,869)	(6,008)	(2,806)	(2,761)

(a) Full audited financial statements are published in the agencies' Annual Reports.

(b) The Full Time Equivalents for 2016-17 Actual, 2017-18 Estimated Actual and 2018-19 Budget Estimate are 814, 847 and 747 respectively.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Aboriginal Heritage Grants	219	250	250	250	250	250	250
Aboriginal Lands Trust Estate	-	1,700	1,700	-	-	-	-
Anketell Port and Strategic Industrial Area							
Compensation for Lands Acquisition	-	1,818	1,818	1,818	1,818	1,818	1,818
Area Assistance Grant	50	-	-	-	-	-	-
Bushfire Risk Management Planning	739	-	3,493	5,000	5,767	-	-
Claremont North East Precinct Redevelopment ...	-	-	1,500	-	-	-	-
Coastal Zone Management	2,545	907	907	952	952	952	952
Cossack Townsite	120	120	120	120	120	120	120
Decentralised Use of Recycle Water	120	-	-	-	-	-	-
Finalising Closure of Wittenoom Townsite.....	-	1,974	-	2,303	-	-	-
Fire Risk Management Contribution	450	450	450	450	450	450	450
Kariyarra ILUA	-	3,918	2,844	1,174	100	100	100
Local Government and Tourism	-	60	60	60	60	60	60
Local Projects Local Jobs	-	100	100	-	-	-	-
Management of Araluen Botanic Park	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Northern Towns Development Fund	44	-	-	-	-	-	-
Other	998	612	612	125	125	125	-
The Planning and Transport Research Centre ...	70	-	-	-	-	-	-
TOTAL	6,355	12,909	14,854	13,252	10,642	4,875	4,750

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	70,654	47,886	64,860	49,787	45,277	44,020	42,653
Restricted cash.....	4,328	4,701	1,964	1,964	1,964	1,964	1,964
Holding account receivables.....	591	562	528	528	648	648	-
Receivables.....	8,559	6,889	8,596	8,603	8,610	8,617	8,605
Other.....	3,957	3,344	4,057	4,057	4,057	4,057	4,057
Total current assets.....	88,089	63,382	80,005	64,939	60,556	59,306	57,279
NON-CURRENT ASSETS							
Holding account receivables.....	25,376	28,871	27,438	31,065	34,367	37,404	41,651
Property, plant and equipment.....	136,609	139,583	136,277	136,741	137,195	137,268	139,953
Intangibles.....	8,522	12,612	8,509	9,814	8,445	8,396	5,059
Restricted cash.....	323	606	624	917	1,213	1,458	1,858
Other.....	-	584	234	234	234	234	234
Total non-current assets.....	170,830	182,256	173,082	178,771	181,454	184,760	188,755
TOTAL ASSETS.....	258,919	245,638	253,087	243,710	242,010	244,066	246,034
CURRENT LIABILITIES							
Employee provisions.....	17,423	17,640	16,103	16,103	16,103	16,103	16,103
Payables.....	1,487	2,186	1,443	1,443	1,443	1,443	1,443
Other.....	14,245	15,299	12,085	12,318	12,916	13,522	14,604
Total current liabilities.....	33,155	35,125	29,631	29,864	30,462	31,068	32,150
NON-CURRENT LIABILITIES							
Employee provisions.....	4,216	5,228	4,669	5,164	5,659	6,154	6,154
Other.....	19	19	19	19	19	19	19
Total non-current liabilities.....	4,235	5,247	4,688	5,183	5,678	6,173	6,173
TOTAL LIABILITIES.....	37,390	40,372	34,319	35,047	36,140	37,241	38,323
EQUITY							
Contributed equity.....	288,176	573,045	580,341	583,105	585,320	590,081	593,728
Accumulated surplus/(deficit) ^(b)	289,012	(12,120)	(5,914)	(18,783)	(24,791)	(27,597)	(30,358)
Reserves.....	252	252	252	252	252	252	252
Other.....	(355,911)	(355,911)	(355,911)	(355,911)	(355,911)	(355,911)	(355,911)
Total equity.....	221,529	205,266	218,768	208,663	205,870	206,825	207,711
TOTAL LIABILITIES AND EQUITY.....	258,919	245,638	253,087	243,710	242,010	244,066	246,034

(a) Full audited financial statements are published in the agencies' Annual Reports.

(b) The 2016-17 Actual Accumulated surplus of \$289 million is recognised as Contributed equity from 2017-18 onwards to acknowledge the transfer of functions resulting from the Machinery of Government changes.

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

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	119,480	111,220	109,425	88,826	86,011	85,899	85,969
Capital appropriation.....	5,283	2,391	2,391	2,485	2,610	3,473	3,647
Holding account drawdowns.....	591	625	2,092	562	562	562	-
Royalties for Regions Fund: Regional Community Services Fund.....	2,346	6,807	4,744	5,294	6,061	294	100
Regional Infrastructure and Headworks Fund	454	-	-	-	-	-	-
Net cash provided by State Government	128,154	121,043	118,652	97,167	95,244	90,228	89,716
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(94,777)	(100,082)	(99,999)	(87,045)	(85,330)	(84,566)	(84,510)
Grants and subsidies	(6,772)	(12,909)	(14,854)	(13,252)	(10,642)	(4,875)	(4,750)
Supplies and services.....	(26,047)	(48,182)	(35,124)	(37,053)	(30,463)	(27,801)	(27,801)
Accommodation.....	(16,204)	(14,280)	(14,392)	(14,635)	(14,804)	(15,375)	(15,382)
Other payments	(24,942)	(18,172)	(18,306)	(17,997)	(17,720)	(17,594)	(17,599)
Receipts ^(b)							
Regulatory fees and fines	1,507	1,092	1,092	1,056	1,080	1,080	1,080
Grants and subsidies	1,088	677	1,087	126	126	126	126
Sale of goods and services.....	4,506	5,626	5,701	6,336	6,336	6,336	6,336
GST receipts.....	5,141	6,761	6,761	6,233	6,233	6,233	6,233
Other receipts	41,696	50,659	48,299	50,671	48,898	49,231	49,231
Net cash from operating activities.....	(114,804)	(128,810)	(119,735)	(105,560)	(96,286)	(87,205)	(87,036)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(4,050)	(9,389)	(6,049)	(6,387)	(3,172)	(4,035)	(3,647)
Net cash from investing activities	(4,050)	(9,389)	(6,049)	(6,387)	(3,172)	(4,035)	(3,647)
NET INCREASE/(DECREASE) IN CASH HELD.....							
	9,300	(17,156)	(7,132)	(14,780)	(4,214)	(1,012)	(967)
Cash assets at the beginning of the reporting period	64,805	-	-	67,448	52,668	48,454	47,442
Net cash transferred to/from other agencies	1,200	70,349	74,580	-	-	-	-
Cash assets at the end of the reporting period	75,305	53,193	67,448	52,668	48,454	47,442	46,475

(a) Full audited financial statements are published in the agencies' Annual Reports.

(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)

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	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.....	1,507	1,092	1,092	1,056	1,080	1,080	1,080
Grants and Subsidies							
Grants and Subsidies	1,088	677	1,087	126	126	126	126
Sale of Goods and Services							
Development Application Panel Fees	869	1,219	1,219	1,361	1,361	1,361	1,361
Sale of Goods and Services	3,637	4,407	4,482	4,975	4,975	4,975	4,975
GST Receipts							
GST Receipts	5,141	6,761	6,761	6,233	6,233	6,233	6,233
Other Receipts							
Other Receipts.....	435	1,784	1,312	333	333	333	333
Pastoral Leases.....	3,176	2,756	3,194	3,205	3,205	3,205	3,205
Proceeds from Rental Properties.....	-	100	100	100	100	100	100
Receipts from Service Delivery Agreement ...	38,085	46,019	43,693	47,033	45,260	45,593	45,593
TOTAL	53,938	64,815	62,940	64,422	62,673	63,006	63,006

(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

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
INCOME							
Other							
Sale of Land.....	35,796	39,797	19,347	26,526	34,512	42,375	46,563
Interest Revenue.....	115	-	-	-	-	-	-
Other Revenue.....	26,822	1,569	1,569	1,569	1,569	1,569	1,569
Rent Revenue.....	21,990	17,296	17,296	17,734	18,172	18,609	18,609
Administered Grants and Transfer							
Payments	89,714	-	-	-	-	-	-
METRONET Sale of Land.....	-	-	-	-	-	27,400	77,400
TOTAL ADMINISTERED INCOME	174,437	58,662	38,212	45,829	54,253	89,953	144,141
EXPENSES							
Other							
Payments to Consolidated Account	62,447	68,588	48,138	42,359	50,783	86,512	140,700
Employee Expenses	761	937	937	951	965	965	965
Other Expenses	89,472	9,340	6,760	7,199	6,411	4,356	4,356
Interest Expense	223	-	-	-	-	-	-
Impairment Losses.....	255,566	-	-	-	-	-	-
TOTAL ADMINISTERED EXPENSES	408,469	78,865	55,835	50,509	58,159	91,833	146,021

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.

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000
Opening Balance.....	25,947	25,793	25,793	25,306
Receipts:				
Other	1,705	1,556	1,645	1,556
	27,652	27,349	27,438	26,862
Payments	1,859	5,925	2,132	6,583
CLOSING BALANCE.....	25,793	21,424	25,306	20,279

PERRY LAKES SPECIAL PURPOSE ACCOUNT

Account Purpose: The Perry Lakes Special Purpose Account was established under section 41 of the *Perry Lakes Redevelopment Act 2005* (the Act) and constituted under section 16 of the *Financial Management Act 2006*. The purpose of this account is to manage the financial provisions of the Act for the redevelopment of Perry Lakes for housing and the development of sporting facilities for athletics, basketball and rugby on the AK Reserve land. The sporting facilities were completed and transferred to VenuesWest, and remaining lands were transferred to the Town of Cambridge in July 2015. 'Completion Day' was proclaimed as 25 November 2016. Upon this declaration the final compensation payment to the Town of Cambridge was paid and borrowings repaid to the Treasurer.

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000
Opening Balance.....	1,014	-	-	-
Receipts:				
Appropriations	88,214	-	-	-
Other	120	-	-	-
	89,348	-	-	-
Payments	89,348	-	-	-
CLOSING BALANCE.....	-	-	-	-

Division 42 Western Australian Planning Commission

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 82 Net amount appropriated to deliver services.....	6,038	5,936	5,936	5,848	5,849	5,850	5,850
Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959.....							
	95,959	94,572	93,050	84,649	91,109	93,452	95,789
Total appropriations provided to deliver services	101,997	100,508	98,986	90,497	96,958	99,302	101,639
CAPITAL							
Item 127 Capital Appropriation	6,000	5,504	5,504	5,400	5,400	5,400	5,400
TOTAL APPROPRIATIONS	107,997	106,012	104,490	95,897	102,358	104,702	107,039
EXPENSES							
Total Cost of Services	120,465	50,514	48,154	52,005	49,997	50,392	50,392
Net Cost of Services (a).....	76,440	19,995	17,635	17,573	18,043	17,531	16,531
CASH ASSETS (b).....	362,656	425,532	419,006	476,150	498,818	545,338	595,195

(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 presentation of the 2017-18 Budget to Parliament on 7 September 2017, are outlined below:

	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
2018-19 Tariffs, Fees and Charges.....	-	1,672	1,407	1,136	1,136

Significant Issues Impacting the Agency

Forrestfield Airport Link (FAL)

- The Department of Planning, Lands and Heritage (the Department) will continue to work with the METRONET team on the station precinct planning for the FAL, on behalf of the Commission. FAL is one of the first key projects to be delivered as part of METRONET Stage 1 and includes new stations at Forrestfield, Airport Central and Redcliffe. This work will help to facilitate the development of contemporary urban centres that are highly accessible and provide a range of housing, jobs and services around new stations.

Design WA

- Design WA will ensure good design is at the centre of all development in Western Australia. Produced in collaboration with the Office of the Government Architect, and with comprehensive industry consultation, Design WA will be an integrated policy suite for planning and design of the built environment. The development of neighbourhood and precinct design policies is a priority and will become important tools for Western Australian towns and cities, especially for land use considerations around METRONET stations.

Land Acquisition

- The Commission will continue its strategic land acquisition program, including the prioritisation of outstanding Bush Forever sites still in private ownership and the land assembly of sites for METRONET.

Bunbury Development Committee

- The Department, on behalf of the Commission, will continue to support the operation of the Bunbury Development Committee to help guide the development of the Greater Bunbury region, including the Bunbury Waterfront, Withers, Glen Iris and community infrastructure.

METRONET Yanchep Rail Extension

- The Commission will undertake a range of land sales which will fund improvements to the Commission's lands in support of the METRONET Yanchep Rail Extension.

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
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	An efficient and effective planning system that promotes sustainable use and development of land in Western Australia.	1. Statutory Planning 2. Strategic Planning 3. Asset Management

Service Summary

Expense	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Statutory Planning	13,485	14,202	14,202	16,123	15,501	15,623	15,623
2. Strategic Planning	4,442	10,691	8,331	9,765	9,388	9,462	9,462
3. Asset Management ^(a)	102,538	25,621	25,621	26,117	25,108	25,307	25,307
Total Cost of Services	120,465	50,514	48,154	52,005	49,997	50,392	50,392

(a) The 2016-17 Actual of \$102.5 million includes revaluation decrement for land of \$49.5 million and impairment loss for land of \$26.3 million. These expenditures are not budgeted in the 2017-18 Budget and across the forward estimates period.

Outcomes and Key Effectiveness Indicators ^(a)

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Outcome: An efficient and effective planning system that promotes sustainable use and development of land in Western Australia:					
The proportion of residential land in the metropolitan area that is capable of multiple dwellings within 400 metres and 800 metres of the capital city, a strategic metropolitan centre or a train station:					
400 metres.....	35.8%	36%	36%	36%	
800 metres.....	29%	30%	30%	30%	
The proportion of residential land that is zoned R40 and above that is within 400 metres of a major regional centre					
	63.3%	64%	64%	64%	
The percentage of subdivision applications determined within the statutory timeframe.....					
	72.8%	80%	82%	80%	1
The percentage of development applications determined within the statutory timeframe.....					
	64.9%	70%	73%	70%	1
The percentage of finalised appeals (excluding Development Assessment Panels) that are not upheld on review by the State Administrative Tribunal.....					
	96.2%	95%	97.6%	95%	
Vacancy rate of residential properties available for rent.....					
	7.1%	8%	6.6%	8%	
Vacancy rate of commercial properties available for rent.....					
	6.9%	8%	7.5%	8%	

(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 low percentage in the 2016-17 Actual was due to the number of subdivision and development applications that required additional information from the applicant for which agreements for extensions of time were not sought with the applicant. This issue has been rectified resulting in a higher percentage in the 2017-18 Estimated Actual.

Services and Key Efficiency Indicators

The staff undertaking the Commission's activities under a Service Delivery Agreement are employed by the Department and appear as Full Time Equivalents in the Department's Budget.

1. Statutory Planning

Utilisation of statutory, consultative, legislative, regulatory reform and coordination processes that facilitate the implementation of creative and innovative strategic regional and local plans and policies.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	13,485	14,202	14,202	16,123	
Less Income	13,199	11,941	11,941	14,173	1
Net Cost of Service	286	2,261	2,261	1,950	
Efficiency Indicators					
Average Cost per Statutory Application	\$2,404	\$2,896	\$2,508	\$2,712	2

Explanation of Significant Movements

(Notes)

1. The increase in income between the 2017-18 Budget of \$11.9 million and the 2018-19 Budget Target of \$14.2 million is due to an anticipated increase in the number of planning applications received and increase in the statutory planning fees.
2. The lower Average Cost per Statutory Application of \$2,508 in 2017-18 Estimated Actual as compared to 2017-18 Budget of \$2,896 is due to an increase in the number of planning applications received.

2. Strategic Planning

The development and advancement of planning strategies, policies and information systems that guide the State's long-term urban settlement, industrial and economic development, and the management of the environment, in ways that reflect the aspirations of the Western Australian community for a high quality of life.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	4,442	10,691	8,331	9,765	1
Less Income	3,076	3,238	3,238	3,574	
Net Cost of Service	1,366	7,453	5,093	6,191	
Efficiency Indicators					
Average Cost per Hour for Strategic Planning	\$144.74	\$156.59	\$153.95	\$144.95	

Explanation of Significant Movements

(Notes)

1. Deferral of a number of strategic projects from 2017-18 to 2018-19 resulted in a lower Total Cost of Service in the 2017-18 Estimated Actual of \$8.3 million and a higher cost in the 2018-19 Budget Target of \$9.8 million.

3. Asset Management

The acquisition, management and disposal of properties reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes for primary and other regional roads, parks and recreation and regional open space areas, special uses including planning control areas and improvement plans and major land development projects.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	102,538	25,621	25,621	26,117	1
Less Income	27,750	15,340	15,340	16,685	
Net Cost of Service	74,788	10,281	10,281	9,432	
Efficiency Indicators					
Average Cost of Service for the Management of Whiteman Park per Visitor ^(a)	\$6.61	\$6.60	\$6.77	\$6.53	
Average Cost of Service for the Management of Residential and Commercial Properties per Property	\$18,438	\$18,779	\$18,406	\$18,210	
Average Cost of Service for the Management of Reserved Land (Excluding Whiteman Park and Residential and Commercial Properties) per Hectare Managed	\$551.68	\$461.16	\$461.16	\$504.58	

(a) This key efficiency indicator is currently under review.

Explanation of Significant Movements

(Notes)

- The 2016-17 Actual of \$102.5 million includes revaluation decrement for land of \$49.5 million and impairment loss for land of \$26.3 million. These expenditures are not budgeted in the 2017-18 Budget, 2017-18 Estimated Actual and 2018-19 Budget Target. These expenditures are calculated annually after receiving the valuation report at the end of the financial year and are dependent on the property market conditions at the time and the restricted use of the land.

Asset Investment Program

The Commission's 2018-19 Asset Investment Program of \$37.4 million includes the acquisition of land reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes and development of facilities on reserved land. The total cost of asset investment over the budget and forward estimates period is \$277.9 million, which includes \$100 million of expenditure on the Commission's properties to support the METRONET project.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-18 \$'000	2017-18 Estimated Expenditure \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
WORKS IN PROGRESS							
Buildings/Infrastructure.....	22,675	10,183	1,250	2,000	1,300	1,300	1,300
Other Minor Equipment.....	3,963	2,549	140	143	147	151	151
COMPLETED WORKS							
Acquisition of Land - 2017-18 Program.....	33,536	33,536	33,536	-	-	-	-
Regional Land Acquisitions - 2017-18 Program.....	9,175	9,175	9,175	-	-	-	-
NEW WORKS							
Acquisition of Land							
2018-19 Program.....	29,402	-	-	29,402	-	-	-
2019-20 Program.....	40,000	-	-	-	40,000	-	-
2020-21 Program.....	40,000	-	-	-	-	40,000	-
2021-22 Program.....	40,000	-	-	-	-	-	40,000
Regional Land Acquisitions							
2018-19 Program.....	5,831	-	-	5,831	-	-	-
2019-20 Program.....	5,400	-	-	-	5,400	-	-
2020-21 Program.....	5,400	-	-	-	-	5,400	-
2021-22 Program.....	5,400	-	-	-	-	-	5,400
METRONET Yanchep Rail Extension.....	100,000	-	-	-	30,000	-	70,000
Total Cost of Asset Investment Program.....	340,782	55,443	44,101	37,376	76,847	46,851	116,851
FUNDED BY							
Capital Appropriation.....			5,504	5,400	5,400	5,400	5,400
Asset Sales ^(a)			15,000	18,500	35,000	5,000	75,000
Internal Funds and Balances.....			23,597	13,476	36,447	36,451	36,451
Total Funding.....			44,101	37,376	76,847	46,851	116,851

(a) Land sales of \$30 million and \$70 million to various government agencies in 2019-20 and 2021-22 respectively in relation to the METRONET project.

Financial Statements

Income Statement

Expenses

Deferral of a number of strategic projects from 2017-18 to 2018-19 resulted in a lower Total Cost of Services of \$48.2 million in the 2017-18 Estimated Actual and a higher Total Cost of Services of \$52 million in the 2018-19 Budget Estimate as compared to the 2017-18 Budget of \$50.5 million.

Income

The increase in income of \$3.9 million between the 2017-18 Budget of \$30.5 million and the 2018-19 Budget Estimate of \$34.4 million is due to higher than anticipated interest revenue, profit on disposal of land and statutory fees and charges revenue.

The decrease in service appropriations in the 2018-19 Budget Estimate of \$90.5 million as compared to the 2017-18 Estimated Actual of \$99 million is attributable to lower Metropolitan Region Improvement Tax collection.

Statement of Financial Position

Total assets are expected to increase by \$78.8 million between the 2017-18 Estimated Actual of \$1,019.9 million and the 2018-19 Budget Estimate of \$1,098.7 million. This reflects the increase in property, plant and equipment of \$21.3 million and the increase in cash balances of \$57.1 million.

Statement of Cashflows

The continuous increase in cash assets over the 2017-18 Estimated Actual and across the forward estimates period from \$419 million in the 2017-18 Estimated Actual to \$595.2 million in the 2021-22 Forward Estimate is due to the forecast surpluses generated from the Metropolitan Region Improvement Account in each year.

INCOME STATEMENT ^(a) (Controlled)

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Grants and subsidies ^(b)	300	300	300	300	300	300	300
Supplies and services	710	450	450	553	506	563	563
Accommodation	73	-	-	-	-	-	-
Depreciation and amortisation	29,687	3,500	3,500	3,600	3,600	3,600	3,600
Other expenses	89,695	46,264	43,904	47,552	45,591	45,929	45,929
TOTAL COST OF SERVICES	120,465	50,514	48,154	52,005	49,997	50,392	50,392
Income							
Sale of goods and services	11,670	10,379	10,379	12,280	12,280	12,275	12,275
Other revenue	32,355	20,140	20,140	22,152	19,674	20,586	21,586
Total Income	44,025	30,519	30,519	34,432	31,954	32,861	33,861
NET COST OF SERVICES	76,440	19,995	17,635	17,573	18,043	17,531	16,531
INCOME FROM STATE GOVERNMENT							
Service appropriations	101,997	100,508	98,986	90,497	96,958	99,302	101,639
Resources received free of charge	630	450	450	450	450	450	450
TOTAL INCOME FROM STATE GOVERNMENT	102,627	100,958	99,436	90,947	97,408	99,752	102,089
SURPLUS/(DEFICIENCY) FOR THE PERIOD	26,187	80,963	81,801	73,374	79,365	82,221	85,558

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
Strategic Transport Evaluation Model (STEM) ^(a)	300	300	300	300	300	300	300
TOTAL	300	300	300	300	300	300	300

(a) The Commission's contribution for the development of STEM, a land use and transport network interaction model managed by the Department of Transport.

**STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)**

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	356,033	424,698	416,158	473,302	495,970	542,490	592,347
Restricted cash.....	6,623	834	2,848	2,848	2,848	2,848	2,848
Receivables.....	2,066	5,426	2,066	2,066	2,066	2,036	2,006
Other.....	12,846	49,785	12,846	12,846	12,846	12,846	12,846
Assets held for sale.....	3,475	7,105	3,475	3,475	3,475	3,475	3,475
Total current assets.....	381,043	487,848	437,393	494,537	517,205	563,695	613,522
NON-CURRENT ASSETS							
Holding account receivables.....	5,119	5,499	5,499	5,879	6,259	6,639	7,019
Property, plant and equipment.....	522,661	568,038	553,236	574,486	615,203	655,954	696,705
Intangibles.....	23,815	23,821	23,815	23,815	23,815	23,815	23,815
Total non-current assets.....	551,595	597,358	582,550	604,180	645,277	686,408	727,539
TOTAL ASSETS.....	932,638	1,085,206	1,019,943	1,098,717	1,162,482	1,250,103	1,341,061
CURRENT LIABILITIES							
Payables.....	111	2,470	111	111	111	111	111
Other.....	21,497	23,125	21,497	21,497	21,497	21,497	21,497
Total current liabilities.....	21,608	25,595	21,608	21,608	21,608	21,608	21,608
TOTAL LIABILITIES.....	21,608	25,595	21,608	21,608	21,608	21,608	21,608
EQUITY							
Contributed equity.....	12,261	15,747	17,765	23,165	7,565	12,965	18,365
Accumulated surplus/(deficit).....	908,380	1,054,246	990,181	1,063,555	1,142,920	1,225,141	1,310,699
Reserves.....	39,077	38,306	39,077	39,077	39,077	39,077	39,077
Other.....	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)
Total equity.....	911,030	1,059,611	998,335	1,077,109	1,140,874	1,228,495	1,319,453
TOTAL LIABILITIES AND EQUITY.....	932,638	1,085,206	1,019,943	1,098,717	1,162,482	1,250,103	1,341,061

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	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	101,617	100,128	98,606	90,117	96,578	98,922	101,259
Capital appropriation.....	6,000	5,504	5,504	5,400	5,400	5,400	5,400
Net cash provided by State Government	107,617	105,632	104,110	95,517	101,978	104,322	106,659
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Grants and subsidies	(300)	(300)	(300)	(300)	(300)	(300)	(300)
Supplies and services.....	(150)	-	-	(103)	(56)	(113)	(113)
Accommodation.....	(63)	-	-	-	-	-	-
Other payments	(41,257)	(49,568)	(47,208)	(50,856)	(48,891)	(49,229)	(49,229)
Receipts							
Sale of goods and services.....	11,634	10,379	10,379	12,280	12,280	12,275	12,275
GST receipts.....	3,347	3,330	3,330	3,330	3,330	3,330	3,330
Other receipts	15,371	15,140	15,140	16,152	17,174	18,086	19,086
Net cash from operating activities	(11,418)	(21,019)	(18,659)	(19,497)	(16,463)	(15,951)	(14,951)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(43,310)	(44,801)	(44,101)	(37,376)	(76,847)	(46,851)	(116,851)
Other payments	-	-	-	-	(21,000)	-	-
Proceeds from sale of non-current assets	8,435	15,000	15,000	18,500	35,000	5,000	75,000
Net cash from investing activities	(34,875)	(29,801)	(29,101)	(18,876)	(62,847)	(41,851)	(41,851)
NET INCREASE/(DECREASE) IN CASH HELD.....	61,324	54,812	56,350	57,144	22,668	46,520	49,857
Cash assets at the beginning of the reporting period	301,332	370,720	362,656	419,006	476,150	498,818	545,338
Cash assets at the end of the reporting period	362,656	425,532	419,006	476,150	498,818	545,338	595,195

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

Agency Special Purpose Account Details

METROPOLITAN REGION IMPROVEMENT ACCOUNT

Account Purpose: This account was established in December 1959 under the *Metropolitan Region Improvement Tax Act 1959* to provide funds for the Commission to manage the Metropolitan Region Scheme.

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000
Opening Balance.....	293,052	348,340	348,340	408,542
Receipts:				
Appropriations	95,959	94,572	93,050	84,649
Other	27,557	30,306	30,378	34,880
	416,568	473,218	471,768	528,071
Payments	68,228	63,585	63,226	62,867
CLOSING BALANCE.....	348,340	409,633	408,542	465,204

Western Australian Land Authority

Part 11 Planning and Land Use

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 through the continued provision of new housing choices for homebuyers, together with commercial and retail amenity to build thriving communities. The inner suburbs of Perth also contribute a diverse range of alternative housing opportunities in thoughtfully-designed urban villages, making the most of existing infrastructure in sought-after locations.

Areas of responsibility include the identification, design and delivery of a range of strategic and complex precinct-scale development and priority State Government projects. A key objective for LandCorp's delivery program is to continue to secure and create opportunities for private sector involvement. To date, more than 80% of project activity has been delivered in partnership with private developers to share skill sets, stimulate the economy and generate employment opportunities. Key areas to Perth's north and south will also become innovation centres driving economic growth and creating new hubs for jobs, health, education and living.

The planned \$287.6 million Asset Investment Program in 2018-19 is targeted towards actual land releases, securing key approvals to enable future land releases and meeting the needs of Western Australian communities. This spend includes:

- \$28.9 million to be invested through the newly created Industrial Lands Authority, to provide land and infrastructure for strategic, special and general industries throughout the State and facilitate 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 Industry Zone and Rockingham Industry Zone), Meridian Park (Neerabup), Crossroad Industrial Estate (Forrestdale) and Anketell (Karratha);
- \$109 million to be invested in the Metropolitan program to support the roll-out of METRONET and provide land for commercial investment in activity centres, urban renewal and infill projects throughout Perth. Significant projects in this program include the Ocean Reef Marina election commitment, Cockburn Central West, Cockburn Coast Redevelopment, Alkimos City Centre, Claremont North East Redevelopment, Jolimont Redevelopment, Murdoch Health and Knowledge Precinct and the redevelopment at the former Shenton Park Health Campus; and
- \$149.7 million to be invested through the Regional program to renew and revitalise cities and towns with coordinated releases of industrial and residential land, and significant developments which will transform some of Western Australia's best-known destinations. Significant projects include Peel Business Park, Nambeelup and Transforming Bunbury's Waterfront election commitments, Albany Middleton Beach, Broome North and the remediation of the former hospital site at Port Hedland.

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 30-6-18 \$'000	2017-18 Estimated Expenditure \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
WORKS IN PROGRESS							
Development of Land							
Industrial Lands Authority - Acquisition and Development.....	1,173,701	1,044,070	40,957	28,873	32,608	55,172	12,978
Metropolitan Program							
Election Commitment - Ocean Reef Marina.....	95,737	392	392	4,555	7,275	22,454	61,061
Perth and Peel Land Acquisition and Development.....	1,461,271	1,158,766	75,630	104,433	92,497	34,345	71,230
Regional Program							
Election Commitments							
Peel Business Park, Nambeelup.....	45,211	8,404	8,186	25,100	6,500	3,200	2,007
Port Hedland Spoilbank Marina.....	112,000	500	500	40,800	20,000	50,700	-
Transforming Bunbury's Waterfront - Stage 3.....	4,250	1,750	1,750	2,500	-	-	-
Regional Land Acquisition and Development.....	1,730,303	1,603,516	66,011	81,305	13,458	13,766	18,258
Total Cost of Asset Investment Program	4,622,473	3,817,398	193,426	287,566	172,338	179,637	165,534
FUNDED BY							
Funding Included in Department of Treasury							
Administered Item.....			192	44,355	6,975	22,154	61,047
Asset Sales			3	-	-	-	-
Borrowings			68,507	63,591	44,879	-	-
Internal Funds and Balances.....			100,342	126,798	92,684	103,583	102,480
Drawdowns from Royalties for Regions Fund			24,382	52,822	27,800	53,900	2,007
Total Funding.....			193,426	287,566	172,338	179,637	165,534

Division 43 Western Australian Land Information Authority

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets (a)

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 83 Net amount appropriated to deliver services.....	31,029	31,436	31,303	34,452	32,868	32,361	33,860
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	337	337	337	337	337	337	338
- Transfer of Land Act 1893	225	-	-	-	-	-	-
Total appropriations provided to deliver services	31,591	31,773	31,640	34,789	33,205	32,698	34,198
TOTAL APPROPRIATIONS	31,591	31,773	31,640	34,789	33,205	32,698	34,198
EXPENSES							
Total Cost of Services	137,880	144,717	137,410	130,892	122,451	120,915	122,040
Net Cost of Services (b).....	6,613	18,483	27,683	8,165	(24,501)	(28,964)	(43,737)
CASH ASSETS (c)	10,573	11,259	5,551	4,900	6,122	8,035	11,723

- (a) The above information reflects Western Australian Land Information Authority (Landgate) as a single entity and does not include Cost of Services or Cash Assets of its subsidiary, Advara Limited, so as not to disclose commercial in confidence information. Full transparency over Landgate's consolidated business has been made available to the Government via the Strategic Development Plan 2018-19 to 2022-23.
- (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

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2017-18 Budget to Parliament on 7 September 2017, are outlined below:

	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
Election Commitment					
Senior Executive Service Reduction	(250)	(500)	(500)	(500)	(500)
Other					
New Public Sector Wages Policy	(360)	(748)	(1,147)	(1,557)	-
State Fleet Policy and Procurement Initiatives	(41)	(71)	(83)	(92)	(94)
Strategic Development Plan 2018-19 to 2021-22 (a)	(6,684)	(1,273)	(8,186)	(10,024)	(13,191)

- (a) The reduction in expenditure excludes National Tax Equivalent Regime and dividends.

Significant Issues Impacting the Agency

- In December 2017 the Government announced a scoping study into the viability of commercialising some or all of the operations of Landgate. The study includes an analysis on the value of the agency, including assets and investments. The study is being undertaken jointly by the Department of Treasury and Landgate with the commercial advisor, Investec.
- Landgate is responsible for delivering strata reforms which are expected to be introduced to Parliament in 2018. These reforms will modernise the current *Strata Titles Act 1985* and aim to unlock the potential for more housing and mixed use options to create vibrant communities in the new Community Titles Bill 2018. Development of subsidiary legislation is also underway which will support the reforms to become operational. Steps are also being taken to ensure the impacts of the changed legislation are reflected in terms of updated processes and business systems. An education campaign continues to keep both industry and the general public informed.
- The Service Priority Review report highlighted the need to support sharing and using information. Through SPUR (location and innovative hub), Landgate leads the implementation of the whole-of-government Open Data Policy and is working to actively support data sharing. The open data service 'data.wa.gov.au' has been upgraded to make it easier to use by a range of interested parties - from data creators and publishers, to developers, executives and the general public. Broader use of the service has raised new challenges regarding how data publishers work with those using the data for new and innovative services, including managing updates to data and simplifying licensing. These challenges are being addressed through collaboration between agencies and users of the data via SPUR, enabling participating agencies to improve services in partnership with the local community.
- Landgate continues to manage its expenditure and consolidate efficiency and effectiveness measures through the implementation of system, process and structural reforms across Landgate's various programs. Landgate will also seek further growth and diversity within its revenue streams, commercial activities and the pursuit of investment opportunities.

Outcomes, Services and Key Performance Information

The following Outcomes, Services and Key Performance Information reflects Landgate as a single entity and does not include future financial forecasts of its subsidiary, Advara Limited, so as not to disclose commercial in confidence information. Full transparency over Landgate's consolidated business has been made available to the Government via the Strategic Development Plan 2018-19 to 2022-23.

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
Sustainable Finances: Responsible financial management and better service delivery.	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 Administration
	Independent valuations support Governments' collection of rates and taxes, and management of property assets.	2. Valuations
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Coordinated capture and access to the State's location information.	3. Access to Government Location Information

Service Summary

Expense	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Land Administration.....	97,204	99,276	94,185	89,714	83,929	82,878	83,650
2. Valuations.....	32,830	36,745	34,622	32,982	30,854	30,465	30,748
3. Access to Government Location Information.....	7,846	8,696	8,603	8,196	7,668	7,572	7,642
Total Cost of Services.....	137,880	144,717	137,410	130,892	122,451	120,915	122,040

Outcomes and Key Effectiveness Indicators ^(a)

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 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 Land Titles register is updated and maintained in a timely and accurate manner:					
Simple and correct documents are registered within two working days of lodgement ^(b)	n/a	n/a	n/a	80%	
The number of adjusted Certificates of Title arising from identified errors as a percentage of the total Certificates of Title on the land titles register ^(b)	n/a	n/a	n/a	≤1%	
The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community:					
Completion rate of the annual topographic maintenance plan ^(b)	n/a	n/a	n/a	100%	
Completion rate of names and addressing jobs delivered within 10 business days ^(b)	n/a	n/a	n/a	80%	
Completion rate of property boundary related jobs within the agreed benchmarks ^(b)	n/a	n/a	n/a	98.2%	
Outcome: Independent valuations support Governments' 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%	>92.5%	>92.5%	>92.5%	
Unimproved value	91.95%	>92.5%	>92.5%	>92.5%	
Coefficient of dispersion:					
Gross rental value	3.98%	<7%	<7%	<7%	
Unimproved value	6.32%	<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	72%	80%	70%	80%	

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

(b) As a result of reforms and changes to its operating model, the way Landgate delivers services has changed, which has led to the implementation of a revised Outcome Based Management framework. As a consequence, there is no comparative information available for the 2016-17 Actual, the 2017-18 Budget or the 2017-18 Estimated Actual for these key effectiveness indicators.

Services and Key Efficiency Indicators

1. Land Administration

A land administration service that provides a land information base, certainty of ownership and other interests in land.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	97,204	99,276	94,185	89,714	
Less Income	109,122	110,434	96,927	104,227	1
Net Cost of Service	(11,918)	(11,158)	(2,742)	(14,513)	
Employees (Full Time Equivalents)	318	361	315	298	2
Efficiency Indicators					
Average Cost of Maintaining a Land Information Base, Certainty of Ownership and Other Interests in Land, per Certificate of Title ^(a)	\$67.84	n/a	\$65.00	\$61.18	

(a) With the implementation of a revised Outcome Based Management framework the 2016-17 Actual results have been recast for comparative purposes, however, there is no comparative information available for the 2017-18 Budget.

Explanation of Significant Movements

(Notes)

- The decrease in income from the 2016-17 Actual to the 2017-18 Estimated Actual has resulted from the continuation of the subdued Western Australian property market. It is expected that the 2017-18 Estimated Actual will achieve activity levels similar to the early 1990s, well below those anticipated in the 2017-18 Budget. Whilst the 2018-19 Budget Target is expected to increase, this has resulted from the expected gain on the Property Exchange Australia Limited (PEXA Limited) investment and a small increase in Land Titles management fees. Land Titles management activity levels in 2018-19 are forecast to be similar to 2017-18 levels, with an increase in activity forecast from 2019-20.
- As a result of reforms and changes to its operating model, the way Landgate delivers services has changed, which has led to efficiencies in processes allowing Landgate to reduce its Full Time Equivalent numbers in comparison to the 2016-17 Actual. Landgate is expecting to maintain its program of continuous improvement and it is anticipated that this will result in the further rationalisation of resource requirements across the forward estimates period.

2. Valuations

An impartial valuations service.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	32,830	36,745	34,622	32,982	
Less Income	21,936	15,800	12,800	18,500	1
Net Cost of Service	10,894	20,945	21,822	14,482	
Employees (Full Time Equivalents)	204	179	189	179	2
Efficiency Indicators					
Average Cost per Valuation.....	\$16.73	\$25.55	\$24.80	\$22.90	1

Explanation of Significant Movements

(Notes)

1. The nature of the Gross Rental Value Metropolitan Triennial Program (Metropolitan Revaluation Program) causes fluctuations in income and the Average Cost per Valuation. As the 2018-19 Budget Target is the second year of the triennial program it attracts higher income than the 2017-18 Estimated Actual.
2. The realisation of efficiencies in the valuation process have allowed Landgate to reduce its Full Time Equivalent employee numbers from the 2016-17 Actual.

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.

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	7,846	8,696	8,603	8,196	1
Less Income	209	-	-	-	
Net Cost of Service	7,637	8,696	8,603	8,196	
Employees (Full Time Equivalents)	16	16	16	16	
Efficiency Indicators					
Average Cost of Maintaining and Providing Access to Land and Location Datasets, per Shared Location Information Platform (SLIP) Dataset ^(a)	\$2,148	n/a	\$2,141	\$1,854	1

(a) With the implementation of a revised Outcome Based Management framework the 2016-17 Actual results have been recast for comparative purposes, however, there is no comparative information available for the 2017-18 Budget.

Explanation of Significant Movements

(Notes)

1. The 2018-19 Average Cost of Maintaining and Providing Access to Land and Location Datasets, per SLIP Dataset is lower than the 2017-18 Estimated Actual as a result of an expected increase in the number of SLIP datasets and a decrease in the Total Cost of Service, as a consequence of savings being realised following the implementation of the new business operating model as part of Landgate's internal reform program.

Asset Investment Program (a)

In 2018-19 the Asset Investment Program (AIP) totals \$11.6 million. The focus for the 2018-19 AIP will be to ensure that Landgate has the capacity to continue to effectively deliver core functions and data, as demand for integrated services and technological change increases. Services will be increasingly delivered in an online environment, where sharing and integration of information across agencies, industry and academia will continue to be developed.

This investment will support improvements to the *Strata Titles Act 1985*, the redevelopment of valuations and core corporate support systems and the investment in the agency's business reform initiatives, whilst continuing to leverage enhanced capabilities offered by newer technologies.

The increased efficiency in delivering products and services in the future will also generate new revenue opportunities and continue to optimise the Government's land information asset.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-18 \$'000	2017-18 Estimated Expenditure \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2017-18 Program	1,080	1,080	1,080	-	-	-	-
Business Reform Initiatives - 2017-18 Program	11,475	11,475	11,475	-	-	-	-
Location Infrastructure - 2017-18 Program	1,671	1,671	1,671	-	-	-	-
Products and Services - 2017-18 Program	1,521	1,521	1,521	-	-	-	-
NEW WORKS							
Asset Replacement							
2018-19 Program	1,736	-	-	1,736	-	-	-
2019-20 Program	2,669	-	-	-	2,669	-	-
2020-21 Program	1,874	-	-	-	-	1,874	-
2021-22 Program	2,358	-	-	-	-	-	2,358
Business Reform Initiatives							
2018-19 Program	6,388	-	-	6,388	-	-	-
2019-20 Program	9,300	-	-	-	9,300	-	-
2020-21 Program	10,200	-	-	-	-	10,200	-
2021-22 Program	6,489	-	-	-	-	-	6,489
Location Infrastructure							
2018-19 Program	3,238	-	-	3,238	-	-	-
2019-20 Program	1,100	-	-	-	1,100	-	-
2020-21 Program	600	-	-	-	-	600	-
2021-22 Program	1,800	-	-	-	-	-	1,800
Products and Services							
2018-19 Program	200	-	-	200	-	-	-
2019-20 Program	200	-	-	-	200	-	-
2020-21 Program	200	-	-	-	-	200	-
2021-22 Program	200	-	-	-	-	-	200
Total Cost of Asset Investment Program	64,299	15,747	15,747	11,562	13,269	12,874	10,847
FUNDED BY							
Drawdowns from the Holding Account			4,666	830	3,800	4,634	5,847
Internal Funds and Balances			11,081	10,732	9,469	8,240	5,000
Total Funding			15,747	11,562	13,269	12,874	10,847

(a) The above information reflects Landgate as a single entity and does not include the Asset Investment Program of its subsidiary, Advava Limited, so as not to disclose commercial in confidence information. Full transparency over Landgate's consolidated business has been made available to the Government via the Strategic Development Plan 2018-19 to 2022-23.

Financial Statements

The following financial statements reflect Landgate as a single entity and does not include future financial forecasts of its subsidiary, Advvara Limited, so as not to disclose commercial in confidence information. Full transparency over Landgate's consolidated business has been made available to the Government via the Strategic Development Plan 2018-19 to 2022-23.

Income Statement

Expenses

The 2018-19 Budget Estimate Total Cost of Services of \$130.9 million is \$6.5 million (4.7%) lower than the 2017-18 Estimated Actual due to the realisation of savings following the rationalisation of resource requirements as part of Landgate's internal reform program. This program is expected to continue to deliver ongoing future savings and service benefits across the forward estimates period. Landgate is expecting to realise a loss in its investment in PEXA Limited in the 2017-18 Estimated Actual compared to a gain in the 2018-19 Budget Estimate, resulting in a further reduction in expenses.

Income

The 2018-19 Budget Estimate total income of \$122.7 million is \$13 million (11.8%) higher than the 2017-18 Estimated Actual due mainly to the cyclical nature of the triennial Metropolitan Revaluation Program, which causes fluctuations in income across the forward estimates period. As the 2018-19 Budget Estimate is the second year of the valuation program, it attracts a higher level of income than 2017-18, the first year of the program. A gain on Landgate's investment in PEXA Limited is expected in the 2018-19 Budget Estimate, compared to a loss in the 2017-18 Estimated Actual, which has resulted in higher revenue.

Statement of Financial Position

Equity for the 2018-19 Budget Estimate is expected to increase by \$19 million when compared to the 2017-18 Estimated Actual, as a result of an increase in total assets of \$14.6 million and a reduction in total liabilities of \$4.4 million.

The increase in assets is mainly due to the higher level of accrued revenue and debtors related to the cyclical nature of the triennial Metropolitan Revaluation Program and also the increasing value of Landgate's investment in PEXA Limited as a consequence of a gain on the investment expected in the 2018-19 Budget Estimate.

The decrease in liabilities is due to the ongoing repayment of the Midland building finance lease liability.

Statement of Cashflows

The 2018-19 Budget Estimate closing cash assets balance of \$4.9 million is \$0.7 million lower than the 2017-18 Estimated Actual. This is mainly due to the lower cash revenue from the sale of goods and services as a consequence of the cyclical nature of the triennial Metropolitan Revaluation Program.

The cash assets reported in the Statement of Cashflows represents the cash balance held by Landgate and does not include other financial investments in held to maturity financial assets.

INCOME STATEMENT ^(a)
(Controlled)

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	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)	69,419	70,174	66,119	61,136	58,880	56,796	54,925
Grants and subsidies ^(c)	208	109	109	117	117	118	119
Supplies and services	31,689	38,308	36,111	38,476	35,199	35,878	38,688
Accommodation	4,137	5,175	5,175	4,703	2,966	2,854	2,411
Depreciation and amortisation	12,641	14,578	14,578	14,875	14,307	14,630	15,378
Other expenses	19,786	16,373	15,318	11,585	10,982	10,639	10,519
TOTAL COST OF SERVICES	137,880	144,717	137,410	130,892	122,451	120,915	122,040
Income							
Sale of goods and services	119,038	120,762	104,124	113,728	126,521	129,432	142,242
Grants and subsidies	1,905	766	897	150	150	150	150
Other revenue	10,324	4,706	4,706	8,849	20,281	20,297	23,385
Total Income	131,267	126,234	109,727	122,727	146,952	149,879	165,777
NET COST OF SERVICES	6,613	18,483	27,683	8,165	(24,501)	(28,964)	(43,737)
INCOME FROM STATE GOVERNMENT							
Service appropriations	31,591	31,773	31,640	34,789	33,205	32,698	34,198
Resources received free of charge	202	420	420	440	460	480	500
TOTAL INCOME FROM STATE GOVERNMENT	31,793	32,193	32,060	35,229	33,665	33,178	34,698
SURPLUS/(DEFICIENCY) FOR THE PERIOD	25,180	13,710	4,377	27,064	58,166	62,142	78,435
Income tax benefit/(expense)	(7,864)	(4,113)	(1,332)	(8,116)	(17,444)	(18,634)	(23,522)
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER INCOME TAX EQUIVALENTS	17,316	9,597	3,045	18,948	40,722	43,508	54,913

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

(b) The Full Time Equivalents for 2016-17 Actual, 2017-18 Estimated Actual and 2018-19 Budget Estimate are 538, 520 and 493 respectively.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Land Surveyors Licensing Board ^(a)	24	29	29	29	29	30	31
Other Grants and Subsidies	184	80	80	88	88	88	88
TOTAL	208	109	109	117	117	118	119

(a) This amount represents a grant paid by Landgate to the Land Surveyors' Licensing Board (the Board). The Board is an affiliated body but is not subject to the operational control of Landgate and reports to Parliament separately.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	10,323	10,760	5,071	4,207	5,224	6,940	10,438
Restricted cash.....	7	7	7	7	7	7	7
Holding account receivables.....	4,666	3,804	830	3,800	4,634	5,847	13,210
Receivables.....	21,371	10,141	9,590	13,578	21,182	10,471	14,742
Other.....	31,405	18,118	13,150	20,862	13,200	13,251	24,036
Total current assets.....	67,772	42,830	28,648	42,454	44,247	36,516	62,433
NON-CURRENT ASSETS							
Holding account receivables.....	23,737	25,320	28,294	29,973	30,642	29,803	21,323
Property, plant and equipment.....	54,057	44,890	51,051	50,491	50,970	50,852	51,517
Intangibles.....	44,550	47,490	47,925	46,466	46,297	46,392	43,420
Restricted cash.....	243	492	473	686	891	1,088	1,278
Other.....	68,618	98,933	91,590	92,497	118,375	150,098	170,558
Total non-current assets.....	191,205	217,125	219,333	220,113	247,175	278,233	288,096
TOTAL ASSETS.....	258,977	259,955	247,981	262,567	291,422	314,749	350,529
CURRENT LIABILITIES							
Employee provisions.....	11,477	11,156	9,729	9,154	8,579	8,027	7,521
Payables.....	3,311	1,343	3,415	3,770	4,315	4,509	4,932
Other.....	11,263	13,571	9,848	10,207	9,582	6,407	6,640
Total current liabilities.....	26,051	26,070	22,992	23,131	22,476	18,943	19,093
NON-CURRENT LIABILITIES							
Employee provisions.....	2,886	3,421	2,886	2,886	2,886	2,886	2,886
Finance lease.....	12,051	8,535	7,908	3,408	-	-	-
Other.....	165	186	186	186	186	4,191	9,498
Total non-current liabilities.....	15,102	12,142	10,980	6,480	3,072	7,077	12,384
TOTAL LIABILITIES.....	41,153	38,212	33,972	29,611	25,548	26,020	31,477
EQUITY							
Contributed equity.....	74,398	67,773	68,338	67,043	57,891	35,505	8,691
Accumulated surplus/(deficit).....	124,508	135,714	127,553	146,501	187,223	230,731	285,644
Reserves.....	18,918	18,256	18,118	19,412	20,760	22,493	24,717
Total equity.....	217,824	221,743	214,009	232,956	265,874	288,729	319,052
TOTAL LIABILITIES AND EQUITY.....	258,977	259,955	247,981	262,567	291,422	314,749	350,529

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	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	25,653	26,386	26,253	29,310	27,902	27,690	29,468
Holding account drawdowns	5,774	4,666	4,666	830	3,800	4,634	5,847
Royalties for Regions Fund:							
Regional Community Services Fund	5	-	-	-	-	-	-
Tax equivalent regime	(5,365)	(5,930)	(4,788)	(6,405)	(12,277)	(14,027)	(17,875)
Dividend to Government	(1,309)	(6,624)	(6,060)	(1,295)	(9,152)	(22,386)	(26,814)
Net cash provided by State Government	24,758	18,498	20,071	22,440	10,273	(4,089)	(9,374)
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(70,426)	(71,163)	(67,677)	(61,709)	(58,988)	(57,115)	(55,198)
Grants and subsidies	(208)	(109)	(109)	(117)	(117)	(118)	(119)
Supplies and services	(30,365)	(38,288)	(36,096)	(38,461)	(35,184)	(35,848)	(38,657)
Accommodation	(4,137)	(5,175)	(5,175)	(4,703)	(2,966)	(2,854)	(2,411)
Other payments	(18,092)	(17,770)	(16,404)	(17,460)	(16,459)	(16,092)	(15,984)
Receipts							
Grants and subsidies	1,750	-	-	-	-	-	-
Sale of goods and services	112,552	131,497	117,509	103,553	127,754	137,062	130,619
GST receipts	6,075	7,175	6,864	6,315	5,937	5,933	5,965
Other receipts	2,673	4,706	4,706	4,196	4,741	5,316	5,694
Net cash from operating activities	(178)	10,873	3,618	(8,386)	24,718	36,284	29,909
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(17,467)	(15,644)	(15,747)	(11,562)	(13,269)	(12,874)	(10,847)
Other payments	(28,708)	(10,992)	(9,151)	-	(16,000)	(14,000)	(6,000)
Proceeds from sale of non-current assets	30	-	-	-	-	-	-
Other receipts	26,708	-	-	1,000	-	-	-
Net cash from investing activities	(19,437)	(26,636)	(24,898)	(10,562)	(29,269)	(26,874)	(16,847)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments	(3,424)	(3,509)	(3,813)	(4,143)	(4,500)	(3,408)	-
Other proceeds	-	-	-	-	-	-	-
Net cash from financing activities	(3,424)	(3,509)	(3,813)	(4,143)	(4,500)	(3,408)	-
NET INCREASE/(DECREASE) IN CASH HELD							
	1,719	(774)	(5,022)	(651)	1,222	1,913	3,688
Cash assets at the beginning of the reporting period	8,854	12,033	10,573	5,551	4,900	6,122	8,035
Cash assets at the end of the reporting period	10,573	11,259	5,551	4,900	6,122	8,035	11,723

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

Metropolitan Redevelopment Authority

Part 11 Planning and Land Use

Asset Investment Program

The Authority will continue to transform and redefine key areas, including the delivery of major redevelopment projects, across the Perth metropolitan region.

In 2018-19, the Authority will invest:

- \$23.1 million to continue delivery of the Perth City Link project, including finalising subdivision works to support land sales;
- \$20.9 million primarily to continue infrastructure and public domain works for the Waterbank precinct in East Perth; and
- \$13.7 million to support planning, development and private investment in Armadale, Kelmscott and Wungong, through administration of developer contribution plans.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-18 \$'000	2017-18 Estimated Expenditure \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
WORKS IN PROGRESS							
Armadale Redevelopment Area							
Armadale and Kelmscott Redevelopment Works	75,881	25,827	5,873	721	6,493	3,023	389
Wungong Urban Project	237,902	18,173	5,115	12,986	10,335	10,740	10,317
Central Perth Redevelopment Area							
Elizabeth Quay Redevelopment Works	418,992	415,210	5,708	904	1,039	1,839	-
Perth City Link Redevelopment Works	223,488	162,516	53,384	23,106	3,275	6,831	5,751
Riverside Redevelopment Works.....	141,969	106,864	12,692	20,911	9,012	2,941	2,083
Midland Redevelopment Area - Redevelopment Works.....	45,955	44,223	1,882	1,377	-	355	-
Minor Asset Purchases.....	17,533	12,084	638	297	954	501	353
COMPLETED WORKS							
Subiaco Redevelopment Area - Redevelopment Works	64,766	64,766	46	-	-	-	-
Total Cost of Asset Investment Program	1,226,486	849,663	85,338	60,302	31,108	26,230	18,893
FUNDED BY							
Funding Included in Department of Treasury							
Administered Item.....			-	-	2,420	-	-
Borrowings			86,048	19,236	18,289	10,245	14,536
Internal Funds and Balances.....			(11,239)	27,427	(5,932)	2,284	(6,285)
Other			10,529	13,639	16,331	13,701	10,642
Total Funding.....			85,338	60,302	31,108	26,230	18,893

Division 44 Heritage Council of Western Australia

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 84 Net amount appropriated to deliver services.....	1,452	1,421	1,421	1,390	1,376	1,377	1,377
Total appropriations provided to deliver services	1,452	1,421	1,421	1,390	1,376	1,377	1,377
TOTAL APPROPRIATIONS	1,452	1,421	1,421	1,390	1,376	1,377	1,377
EXPENSES							
Total Cost of Services	1,440	1,421	1,421	3,840	2,956	1,377	1,377
Net Cost of Services ^(a)	(1,412)	(479)	(479)	2,860	(1,124)	1,377	1,377
CASH ASSETS ^(b).....	4,583	8,616	7,783	6,313	8,813	8,813	8,813

(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 presentation of the 2017-18 Budget to Parliament on 7 September 2017, are outlined below:

	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
2018-19 Streamlined Budget Process Incentive Funding.....	-	14	-	-	-
Heritage Revolving Fund.....	-	2,450	1,580	-	-

Significant Issues Impacting the Agency

- The *Heritage of Western Australia Act 1990* has remained substantially unchanged since being proclaimed and the Council continues to work with the Government on heritage legislation. The legislation will adopt national standards for assessing heritage places of State significance, protect heritage places and promote sustainable development and adaptive re-use contributing to the economic development of the State, improve efficiency in processes and provide enhanced transparency and certainty of decision-making for custodians of heritage places.
- The Government is committed to the protection and enhancement of our historic heritage and supports the sustainability of heritage places in a number of ways, including the allocation of over \$1 million for the Heritage Grants Program. The program strategically invests in our suburbs and regional areas to promote informed conservation and create jobs through the use of skilled trades and heritage professions State-wide in recognition of the economic, social and environmental value of these heritage assets.

- The Government has an ownership interest in more than a third of places listed in the State Register of Heritage Places. Many of these are well used, actively maintained and conserved, however others sit idle. The responsible financial management and governance of the Heritage Revolving Fund (the Fund), known as Heritage Works, remains an important priority as new projects to revitalise vacant Government owned assets are planned and executed, creating jobs and strengthening the State economy.

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
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Conservation of cultural heritage places in Western Australia for the benefit of present and future generations.	1. Cultural Heritage Conservation Services

Service Summary

Expense	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Cultural Heritage Conservation Services.....	1,440	1,421	1,421	3,840	2,956	1,377	1,377
Total Cost of Services.....	1,440	1,421	1,421	3,840	2,956	1,377	1,377

Outcomes and Key Effectiveness Indicators ^(a)

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Outcome: Conservation of cultural heritage places in Western Australia for the benefit of present and future generations:					
Extent to which heritage places identified as having potential State significance have been assessed	77%	76%	76%	76%	
Extent to which development approvals issued for registered places are consistent with the Council's advice to decision-making authorities	100%	100%	100%	100%	
Extent to which grant aid leverages additional investment in conservation projects	2.3:1	2:1	2:1	2:1	

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

Services and Key Efficiency Indicators

1. Cultural Heritage Conservation Services

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

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 1,440	\$'000 1,421	\$'000 1,421	\$'000 3,840	1
Less Income	2,852	1,900	1,900	980	2
Net Cost of Service	(1,412)	(479)	(479)	2,860	
Efficiency Indicators					
Incidence of Preliminary Reviews Proceeding to Full Assessment but Resulting in Decisions Not to Recommend Interim Registration.....	6.7%	6.5%	6.5%	6.5%	

Explanation of Significant Movements

(Notes)

- Total Cost of Service increases by \$2.4 million from the 2017-18 Estimated Actual to the 2018-19 Budget Target due to an increase in expenditure from the Fund.
- Income decreases from the 2017-18 Estimated Actual to the 2018-19 Budget Target by \$0.9 million due to the completion and subsequent sale of the Fremantle Warders' Cottages in 2017-18, which were funded through the Fund.

Financial Statements

Income Statement

Expenses

There is a \$2.4 million increase in supplies and services from the 2017-18 Estimated Actual to the 2018-19 Budget Estimate due to the establishment of the Fund expenditure limit for 2018-19. A decrease of \$0.9 million from the 2018-19 Budget Estimate to the 2019-20 Forward Estimate is due to a reduction in anticipated Fund project expenditure.

Income

Total income projected for the 2018-19 Budget Estimate is dependent on the timing of the sale proceeds from the Heritage Works assets. A proportion of the sale proceeds are returned to the Fund.

Statement of Financial Position

The restricted cash balance is expected to increase from the 2016-17 Actual to the 2017-18 Estimated Actual due to the sale of the Fremantle Warders' Cottages. In the 2018-19 Budget Estimate the restricted cash balance decreases by \$1.5 million as the Fund expends more than it collects in income; however, this reverses in the 2019-20 Forward Estimate with a \$2.5 million increase due to receipts from the sale of Heritage Works assets.

Statement of Cashflows

There is a \$2.4 million increase in supplies and services payments from the 2017-18 Estimated Actual to the 2018-19 Budget Estimate due to the establishment of the Fund expenditure limit for 2018-19 and 2019-20.

There has been a change in the accounting treatment of contributions received from the sale of Heritage Works assets in the Fund. In the 2017-18 Budget and the 2017-18 Estimated Actual the receipts were shown as investing activities, whereas in the 2018-19 Budget Estimate and the 2019-20 Forward Estimate these receipts have been disclosed as grants and subsidies.

The total receipts received from the sale of Heritage Works assets fluctuates from the 2016-17 Actual through to the forward estimates period, due to the timing of the completion of Heritage Works projects and receipt of sales proceeds back to the Fund.

The increase in net cash corresponds to the movements in the restricted cash balance in the Statement of Financial Position.

INCOME STATEMENT ^(a)
(Controlled)

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	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	25	22	22	38	33	33	33
Grants and subsidies ^(b)	1,271	1,222	1,222	1,222	1,221	1,221	1,221
Supplies and services	125	160	160	2,562	1,684	101	101
Other expenses	19	17	17	18	18	22	22
TOTAL COST OF SERVICES	1,440	1,421	1,421	3,840	2,956	1,377	1,377
Income							
Sale of goods and services	2,847	-	-	-	-	-	-
Grants and subsidies	-	-	-	980	4,080	-	-
Other revenue	5	1,900	1,900	-	-	-	-
Total Income	2,852	1,900	1,900	980	4,080	-	-
NET COST OF SERVICES	(1,412)	(479)	(479)	2,860	(1,124)	1,377	1,377
INCOME FROM STATE GOVERNMENT							
Service appropriations	1,452	1,421	1,421	1,390	1,376	1,377	1,377
TOTAL INCOME FROM STATE GOVERNMENT	1,452	1,421	1,421	1,390	1,376	1,377	1,377
SURPLUS/(DEFICIENCY) FOR THE PERIOD	2,864	1,900	1,900	(1,470)	2,500	-	-

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Heritage Grants Program	1,271	1,222	1,222	1,222	1,221	1,221	1,221
TOTAL	1,271	1,222	1,222	1,222	1,221	1,221	1,221

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	422	233	422	422	422	422	422
Restricted cash.....	4,161	8,383	7,361	5,891	8,391	8,391	8,391
Receivables.....	21	99	21	21	21	21	21
Other.....	1,370	1	70	70	70	70	70
Total current assets.....	5,974	8,716	7,874	6,404	8,904	8,904	8,904
TOTAL ASSETS	5,974	8,716	7,874	6,404	8,904	8,904	8,904
CURRENT LIABILITIES							
Payables.....	1,476	2,315	1,476	1,476	1,476	1,476	1,476
Other.....	-	2	-	-	-	-	-
Total current liabilities.....	1,476	2,317	1,476	1,476	1,476	1,476	1,476
TOTAL LIABILITIES	1,476	2,317	1,476	1,476	1,476	1,476	1,476
EQUITY							
Contributed equity.....	-	(5,284)	-	-	-	-	-
Accumulated surplus/(deficit).....	4,498	11,683	6,398	4,928	7,428	7,428	7,428
Total equity	4,498	6,399	6,398	4,928	7,428	7,428	7,428
TOTAL LIABILITIES AND EQUITY	5,974	8,716	7,874	6,404	8,904	8,904	8,904

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	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	1,452	1,421	1,421	1,390	1,376	1,377	1,377
Receipts paid into Consolidated Account ^(b)	(2,000)	-	-	-	-	-	-
Net cash provided by State Government	(548)	1,421	1,421	1,390	1,376	1,377	1,377
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(25)	(22)	(22)	(38)	(33)	(33)	(33)
Grants and subsidies	(2,069)	(1,222)	(1,222)	(1,222)	(1,221)	(1,221)	(1,221)
Supplies and services	(159)	(160)	(160)	(2,562)	(1,684)	(101)	(101)
Other payments	(203)	(17)	(17)	(18)	(18)	(22)	(22)
Receipts							
Grants and subsidies	-	-	-	980	4,080	-	-
Sale of goods and services	4,200	-	-	-	-	-	-
GST receipts	261	-	-	-	-	-	-
Other receipts	5	-	-	-	-	-	-
Net cash from operating activities	2,010	(1,421)	(1,421)	(2,860)	1,124	(1,377)	(1,377)
CASHFLOWS FROM INVESTING ACTIVITIES							
Proceeds from sale of non-current assets	-	3,200	3,200	-	-	-	-
Net cash from investing activities	-	3,200	3,200	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	1,462	3,200	3,200	(1,470)	2,500	-	-
Cash assets at the beginning of the reporting period	3,121	5,416	4,583	7,783	6,313	8,813	8,813
Cash assets at the end of the reporting period	4,583	8,616	7,783	6,313	8,813	8,813	8,813

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

(b) A total of \$2 million was previously provided to the Council to establish the Fund. In 2016-17, this was repaid to the Consolidated Account from the sale of completed projects.

Division 45 National Trust of Australia (WA)

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 85 Net amount appropriated to deliver services	3,271	3,212	3,368	3,146	3,115	3,128	3,153
Total appropriations provided to deliver services	3,271	3,212	3,368	3,146	3,115	3,128	3,153
CAPITAL							
Item 128 Capital Appropriation	435	435	435	435	435	435	435
TOTAL APPROPRIATIONS	3,706	3,647	3,803	3,581	3,550	3,563	3,588
EXPENSES							
Total Cost of Services	9,189	7,903	8,380	7,740	7,700	7,671	7,755
Net Cost of Services ^(a)	2,965	3,245	3,364	3,179	3,148	3,128	3,153
CASH ASSETS ^(b)	5,699	6,219	5,460	5,221	4,982	4,982	4,782

(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 presentation of the 2017-18 Budget to Parliament on 7 September 2017, are outlined below:

	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
2018-19 Streamlined Budget Process Incentive Funding.....	-	25	-	-	-
2018-19 Tariffs, Fees and Charges	-	21	21	21	21
Aboriginal Foundations.....	395	-	-	-	-
New Public Sector Wages Policy	(11)	(21)	(31)	(41)	-
Voluntary Targeted Separation Scheme ^(a)	93	(162)	(164)	(166)	(169)

(a) Cost and savings estimates of the Voluntary Targeted Separation Scheme as at 9 April 2018 Budget cut-off date. The costs and savings of the Scheme will be further updated in the 2017-18 Annual Report on State Finances and the 2018-19 Mid-year Review.

Significant Issues Impacting the Agency

- The Trust will maintain its focus on the conservation, interpretation and adaptive re-use of heritage places.
- The Trust will continue to work on enhancing the value and awareness of heritage and community engagement through its formal and non-formal schools, public education programs and events. The Trust has placed an increased focus on community engagement for the 2018-19 financial year. As a result, the Trust will be placing a greater emphasis on providing additional events and other community engagement activities.
- The Trust will continue to promote public investment in heritage through its community-based public tax deductible appeals, the work of its Aboriginal Foundations and its Natural Heritage Conservation and Stewardship programs. The Trust is in the process of reviewing its appeals program with a view to providing an enhanced appeal process to the community.

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
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future.	1. Conservation and Management of Built Heritage 2. Heritage Services to the Community

Service Summary

Expense	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
1. Conservation and Management of Built Heritage.....	4,085	4,578	4,289	3,887	3,787	3,773	3,814
2. Heritage Services to the Community	5,104	3,325	4,091	3,853	3,913	3,898	3,941
Total Cost of Services.....	9,189	7,903	8,380	7,740	7,700	7,671	7,755

Outcomes and Key Effectiveness Indicators ^(a)

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Outcome: Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future:					
Percentage of planned conservation performed to enable community access to Trust places	1.1%	1%	1.5%	1.8%	1
Number of people accessing, engaging, attending Trust places and receiving heritage services	n/a	98,620	29,250	28,990	2

(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 2017-18 Estimated Actual compared to the 2017-18 Budget reflects a greater amount of conservation work being carried out than forecast in 2017-18. The amount of conservation work carried out is dependent on the amount of funding the Trust can source during each year.
- This is a new effectiveness indicator that came into effect from the start of the 2017-18 reporting period. The information required to measure this indicator was not collected in previous years. As a result, comparative information is not available for the 2016-17 Actual. During the 2017-18 reporting period, the methodology used to calculate this effectiveness indicator was refined. As a result, the 2017-18 Budget figure is not reflective of the 2017-18 Estimated Actual or 2018-19 Budget Target.

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

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

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
Total Cost of Service	\$'000 4,085	\$'000 4,578	\$'000 4,289	\$'000 3,887	
Less Income	3,009	3,155	3,058	2,807	
Net Cost of Service	1,076	1,423	1,231	1,080	
Employees (Full Time Equivalents)	15	14	14	14	
Efficiency Indicators					
Average Operating Cost per Place Managed	\$28,296	\$32,234	\$33,536	\$35,336	

2. Heritage Services to the Community

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

	2016-17 Actual	2017-18 Budget	2017-18 Estimated Actual	2018-19 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	5,104	3,325	4,091	3,853	1
Less Income	3,215	1,503	1,958	1,754	2
Net Cost of Service	1,889	1,822	2,133	2,099	
Employees (Full Time Equivalents)	15	16	14	14	
Efficiency Indicators					
Average Operating Cost per Person Accessing, Engaging, Attending Trust Places and Heritage Services Provided.....	n/a	\$34	\$140	\$133	3

Explanation of Significant Movements

(Notes)

1. The increase in the 2017-18 Estimated Actual Total Cost of Service compared to the 2017-18 Budget primarily relates to an increase in Aboriginal Foundations expenditure, funded by additional own source revenue. The additional expenditure has been utilised for a number of different Heritage Services projects and activities. Supplies and services expenditure is expected to return to historical levels in 2018-19.
2. The increase in the 2017-18 Estimated Actual income compared to the 2017-18 Budget primarily relates to additional own source revenue provided to enable the Trust to undertake additional work on various Heritage Service projects and activities. Other revenue is expected to return to historical levels in 2018-19.
3. This is a new efficiency indicator that came into effect from the start of the 2017-18 reporting period. The information required to measure this indicator was not collected in previous years. As a result, comparative information is not available for the 2016-17 Actual. During the 2017-18 reporting period, the methodology used to calculate this efficiency indicator was refined. As a result, the 2017-18 Budget figure is not reflective of the 2017-18 Estimated Actual or 2018-19 Budget Target.

Asset Investment Program

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

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-18 \$'000	2017-18 Estimated Expenditure \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2017-18 Program	50	50	50	-	-	-	-
Property Restoration - 2017-18 Program.....	650	650	650	-	-	-	-
NEW WORKS							
Asset Replacement							
2018-19 Program.....	50	-	-	50	-	-	-
2019-20 Program.....	50	-	-	-	50	-	-
2020-21 Program.....	50	-	-	-	-	50	-
2021-22 Program.....	50	-	-	-	-	-	50
Property Restoration							
2018-19 Program.....	650	-	-	650	-	-	-
2019-20 Program.....	650	-	-	-	650	-	-
2020-21 Program.....	650	-	-	-	-	650	-
2021-22 Program.....	650	-	-	-	-	-	650
Total Cost of Asset Investment Program	3,500	700	700	700	700	700	700
FUNDED BY							
Capital Appropriation.....			435	435	435	435	435
Drawdowns from the Holding Account			265	265	265	265	265
Total Funding.....			700	700	700	700	700

Financial Statements

Income Statement

Expenses

The decrease in employee benefits from the 2017-18 Estimated Actual to the 2018-19 Budget and across the forward estimates period reflects the impact of the Voluntary Targeted Separation Scheme.

The decrease in supplies and services reflected in the 2017-18 Estimated Actual and 2017-18 Budget compared to the 2016-17 Actual relates to an increase in Aboriginal Foundations expenditure in 2016-17 funded by own source revenue. The additional expenditure was utilised for a number of different Heritage Services projects and activities undertaken by the Trust in the 2016-17 year.

Income

Other revenue is significantly higher in the 2016-17 Actual, 2017-18 Estimated Actual and forward estimates period compared to the 2017-18 Budget due to a reclassification of rent income from sale of goods and services to other revenue and additional own source revenue received in 2016-17 to enable the Trust to undertake additional work on various Aboriginal Foundations project work and activities.

Statement of Financial Position

The increase in equity over the forward estimates period compared to the 2017-18 Budget is a result of an increase in property, plant and equipment following an asset revaluation undertaken by Western Australian Land Information Authority (Valuation Services) in 2016-17 totalling \$5.2 million. The impact of this asset revaluation was not known at the time the 2017-18 Budget was set.

The increase in other non-current liabilities over the forward estimates period compared to the 2017-18 Budget reflects the accounting recognition of income received in advance. The fair value of the income received in advance liability was not known at the time the 2017-18 Budget was set.

INCOME STATEMENT ^(a) (Controlled)

	2016-17 Actual \$'000	2017-18 Budget \$'000	2017-18 Estimated Actual \$'000	2018-19 Budget Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000	2021-22 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	3,090	3,015	3,105	2,828	2,814	2,818	2,902
Supplies and services	3,994	3,271	3,458	3,105	3,079	3,046	3,046
Accommodation	777	383	383	383	383	383	383
Depreciation and amortisation	710	650	650	650	650	650	650
Other expenses	618	584	784	774	774	774	774
TOTAL COST OF SERVICES	9,189	7,903	8,380	7,740	7,700	7,671	7,755
Income							
Sale of goods and services	160	1,273	173	173	173	173	173
Grants and subsidies	1,113	700	700	700	700	700	700
Other revenue	4,951	2,685	4,143	3,688	3,679	3,670	3,729
Total Income	6,224	4,658	5,016	4,561	4,552	4,543	4,602
NET COST OF SERVICES	2,965	3,245	3,364	3,179	3,148	3,128	3,153
INCOME FROM STATE GOVERNMENT							
Service appropriations	3,271	3,212	3,368	3,146	3,115	3,128	3,153
TOTAL INCOME FROM STATE GOVERNMENT	3,271	3,212	3,368	3,146	3,115	3,128	3,153
SURPLUS/(DEFICIENCY) FOR THE PERIOD	306	(33)	4	(33)	(33)	-	-

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

(b) The Full Time Equivalents for 2016-17 Actual, 2017-18 Estimated Actual and 2018-19 Budget Estimate are 30, 28 and 28 respectively.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	1,342	1,924	1,273	1,234	1,234	1,234	1,234
Restricted cash.....	4,357	4,295	4,187	3,987	3,748	3,748	3,548
Holding account receivables.....	265	265	265	265	265	265	265
Receivables.....	626	735	626	832	832	832	832
Other.....	153	113	153	153	153	153	153
Assets held for sale.....	585	549	585	585	585	585	585
Total current assets.....	7,328	7,881	7,089	7,056	6,817	6,817	6,617
NON-CURRENT ASSETS							
Holding account receivables.....	1,923	2,308	2,308	2,693	3,078	3,463	3,848
Property, plant and equipment.....	101,991	93,376	102,041	102,091	102,141	102,191	102,241
Intangibles.....	74	122	74	74	74	74	74
Other.....	1,661	1,661	1,661	1,661	1,661	1,661	1,661
Total non-current assets.....	105,649	97,467	106,084	106,519	106,954	107,389	107,824
TOTAL ASSETS.....	112,977	105,348	113,173	113,575	113,771	114,206	114,441
CURRENT LIABILITIES							
Employee provisions.....	612	709	575	575	575	575	575
Payables.....	433	133	477	477	471	471	471
Other.....	1,582	1,771	1,332	1,332	1,132	1,132	932
Total current liabilities.....	2,627	2,613	2,384	2,384	2,178	2,178	1,978
NON-CURRENT LIABILITIES							
Employee provisions.....	83	39	83	83	83	83	83
Other.....	1,302	-	1,302	1,302	1,302	1,302	1,302
Total non-current liabilities.....	1,385	39	1,385	1,385	1,385	1,385	1,385
TOTAL LIABILITIES.....	4,012	2,652	3,769	3,769	3,563	3,563	3,363
EQUITY							
Contributed equity.....	28,289	25,834	28,724	29,159	29,594	30,029	30,464
Accumulated surplus/(deficit).....	53,984	55,395	53,988	53,955	53,922	53,922	53,922
Reserves.....	26,692	21,467	26,692	26,692	26,692	26,692	26,692
Total equity.....	108,965	102,696	109,404	109,806	110,208	110,643	111,078
TOTAL LIABILITIES AND EQUITY.....	112,977	105,348	113,173	113,575	113,771	114,206	114,441

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22
	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	2,621	2,562	2,718	2,496	2,465	2,478	2,503
Capital appropriation.....	435	435	435	435	435	435	435
Holding account drawdowns.....	265	265	265	265	265	265	265
Net cash provided by State Government	3,321	3,262	3,418	3,196	3,165	3,178	3,203
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(3,134)	(3,016)	(3,135)	(2,821)	(2,807)	(2,811)	(2,895)
Supplies and services.....	(4,064)	(3,393)	(3,588)	(3,235)	(3,209)	(3,209)	(3,209)
Accommodation.....	(777)	(366)	(366)	(366)	(366)	(366)	(366)
Other payments.....	(1,271)	(774)	(974)	(964)	(964)	(964)	(964)
Receipts							
Grants and subsidies	1,123	700	700	700	700	700	700
Sale of goods and services.....	275	1,273	173	173	173	173	173
GST receipts.....	685	270	270	270	270	270	270
Other receipts	4,089	2,505	3,963	3,508	3,499	3,729	3,588
Net cash from operating activities	(3,074)	(2,801)	(2,957)	(2,735)	(2,704)	(2,478)	(2,703)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(1,260)	(700)	(700)	(700)	(700)	(700)	(700)
Proceeds from sale of non-current assets	15	-	-	-	-	-	-
Net cash from investing activities	(1,245)	(700)	(700)	(700)	(700)	(700)	(700)
NET INCREASE/(DECREASE) IN CASH HELD.....							
	(998)	(239)	(239)	(239)	(239)	-	(200)
Cash assets at the beginning of the reporting period	6,697	6,458	5,699	5,460	5,221	4,982	4,982
Cash assets at the end of the reporting period	5,699	6,219	5,460	5,221	4,982	4,982	4,782

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