

## Part 11

### Planning and Land Use

#### Introduction

The Planning and Land Use portfolio delivers an effective and efficient planning system that supports the sustainable development of well-planned communities in Western Australia. The portfolio undertakes land asset management, cultural heritage conservation and management, Crown land and native title administration, land and location information and records administration, valuations, State-wide strategic planning and regulatory reform. <sup>1</sup>

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000
Planning, Lands and Heritage		
– Total Cost of Services .....	177,683	200,507
– Asset Investment Program .....	3,504	12,347
Western Australian Planning Commission		
– Total Cost of Services .....	126,297	50,579
– Asset Investment Program .....	97,057	149,924
Western Australian Land Information Authority		
– Total Cost of Services .....	112,080	118,553
– Asset Investment Program .....	12,900	8,650
DevelopmentWA		
– Asset Investment Program .....	166,488	324,615
Heritage Council of Western Australia		
– Total Cost of Services .....	1,407	1,917

<sup>1</sup> The emergence of the COVID-19 pandemic has resulted in the deferral of the *Our Priorities* program, which was reported in the 2019-20 Budget Statements.

Agency	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000
National Trust of Australia (WA)		
– Total Cost of Services .....	6,307	7,897
– Asset Investment Program .....	1,426	2,085

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## Ministerial Responsibilities

Minister	Agency	Services
Minister for Transport; Planning	Planning, Lands and Heritage	1. Planning Services
Treasurer; Minister for Finance; Aboriginal Affairs; Lands	Planning, Lands and Heritage	2. Land Administration Services
Minister for Local Government; Heritage; Culture and the Arts	Planning, Lands and Heritage	3. Historical Heritage Services 4. Aboriginal Heritage Management
Treasurer; Minister for Finance; Aboriginal Affairs; Lands	Western Australian Land Information Authority	1. Land Administration 2. Valuations 3. Access to Government Location Information
	DevelopmentWA	n/a
Minister for Transport; Planning	Western Australian Planning Commission	1. Statutory Planning 2. Strategic Planning 3. Asset Management
Minister for Local Government; Heritage; Culture and the Arts	Heritage Council of Western Australia	1. Cultural Heritage Conservation Services
	National Trust of Australia (WA)	1. Conservation and Management of Built Heritage 2. Heritage Services to the Community

## Division 44 Planning, Lands and Heritage

### Part 11 Planning and Land Use

#### Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>DELIVERY OF SERVICES</b>							
Item 86 Net amount appropriated to deliver services.....	94,846	91,530	90,044	114,730	93,686	88,751	88,301
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	722	722	399	401	404	407	410
Total appropriations provided to deliver services .....	95,568	92,252	90,443	115,131	94,090	89,158	88,711
<b>CAPITAL</b>							
Item 146 Capital Appropriation .....	3,485	9,732	3,495	9,891	4,461	4,247	4,255
<b>TOTAL APPROPRIATIONS .....</b>	<b>99,053</b>	<b>101,984</b>	<b>93,938</b>	<b>125,022</b>	<b>98,551</b>	<b>93,405</b>	<b>92,966</b>
<b>EXPENSES</b>							
Total Cost of Services .....	171,248	177,736	177,683	200,507	175,882	170,125	168,006
Net Cost of Services <sup>(b)</sup> .....	118,098	120,975	122,163	145,798	114,733	109,155	107,205
<b>CASH ASSETS <sup>(c)</sup> .....</b>	<b>63,122</b>	<b>52,685</b>	<b>47,538</b>	<b>31,201</b>	<b>28,839</b>	<b>26,543</b>	<b>25,750</b>

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (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 Department's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>COVID-19 WA Recovery Plan</b>					
Amendments to the Planning and Development Act 2005 .....	-	2,760	1,213	-	-
Conservation Works for the Fremantle Prison.....	-	146	-	-	-
Maintenance and Infrastructure Upgrades in Remote Aboriginal Communities.....	-	1,025	610	-	-
Management Plan for the Two Mile Ridge Protected Area.....	-	25	-	-	-
Pre-sale Works for Parry Street Precinct Heritage Properties .....	-	146	147	-	-
Remote Aboriginal Communities .....	-	6,166	2,573	2,089	2,064
Restoration of Heritage Assets.....	-	1,100	-	-	-
Restoration Works at the Ascot Kilns .....	-	167	168	169	-
<b>New Initiatives</b>					
Asset Acquisition Related Establishment Costs .....	-	20	-	-	-
Bushfire Planning and Policy Review Implementation.....	237	934	-	-	-
Election Commitment					
Swan Valley Planning Bill 2020 .....	-	20	35	35	35
Westport: Port and Environs Strategy.....	-	847	925	678	-
Government Office Accommodation Reform Program .....	-	1,107	1,107	1,107	1,107
Implementation of an Activity Based Workplace.....	875	486	80	80	80
Native Title Settlement Compensation .....	-	8,518	-	-	-

	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual <sup>(a)</sup>	Budget	Forward	Forward	Forward
	\$'000	Estimate	Estimate	Estimate	Estimate
		\$'000	\$'000	\$'000	\$'000
Pastoral Lands Reform - Three-year Monitoring and Compliance Development Project .....	-	282	283	272	-
<b>Ongoing Initiatives</b>					
Northampton Lead Tailings Project .....	-	4,045	1,168	241	-
Royalties for Regions - Mitigation of Extreme Bushfire and Other Risks on State-owned Land.....	-	3,750	3,750	3,750	3,750
<b>Other</b>					
Contaminated Site Management .....	50	455	-	-	-
Contamination Investigation and Remediation Service .....	96	129	33	-	-
Government Office Accommodation Lease Update .....	-	(1,555)	(1,557)	(1,616)	(1,615)
Revision to Indexation of Non-Salary Expenses.....	-	-	-	-	285
Indian Ocean Territories Service Delivery Agreement.....	95	460	95	-	-
Resolution of Native Title in the South West of Western Australia .....	-	1,050	-	-	-
Transfer of Teaching Traditional Aboriginal Languages Project to the Department of Local Government, Sport and Cultural Industries .....	(125)	(125)	(125)	-	-

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## Significant Issues Impacting the Agency

### New Aboriginal Cultural Heritage Legislation

1. New legislation that empowers Aboriginal voices, improves protection and delivers better decisions is a key priority for the Department. The new legislation will replace the current *Aboriginal Heritage Act 1972* to provide a modern Act that presents a transformative, contemporary and respectful vision for the management of Aboriginal cultural heritage in Western Australia.

### Pastoral Lands Reform

2. The Department has been engaging extensively across Government and industry to implement the Government's Pastoral Reform initiatives. A Bill is being developed to amend the *Land Administration Act 1997* to enhance the social, environmental and economic outcomes in Western Australia's pastoral range lands.

### Aboriginal Lands Trust Divestment

3. The Government will continue to facilitate the transfer of Aboriginal Lands Trust land and infrastructure assets to Aboriginal control. This will foster increased economic opportunities critical to the sustainability of Aboriginal communities in regional and remote Western Australia, and includes projects in the Kimberley, Pilbara and Wheatbelt.

### State Significant Indigenous Land Use Agreements

4. The Department is working closely with the Department of the Premier and Cabinet on a number of State Significant Indigenous Land Use Agreements including the South West Native Title Settlement Agreement, Yamatji Nation Indigenous Land Use Agreement, and the Kariyarra and State Indigenous Land Use Agreement. The agreements aim to resolve Native Title and provide long-term benefits and opportunities for economic, social and cultural outcomes for Aboriginal people.

### Preserving our Aboriginal Sites Grant Program

5. The Department manages the Aboriginal Sites Grant Program which provides financial support to Aboriginal not-for-profit organisations to undertake projects that protect and preserve registered Aboriginal sites.

### **Fremantle Prison**

6. The Department manages, conserves and operates the World Heritage listed Fremantle Prison to ensure the economic sustainability of Western Australia's most recognised and important historic tourism asset. Conservation works will be progressed at the Main Parade Ground to improve drainage and create a suitable space for hosting large events. These works were identified in the Fremantle Prison Master Plan 2019-20, and will enhance the tourism potential of the Prison.

### **Bushfire Mitigation and Planning**

7. The Department continues to support the cross-Government response to improve bushfire preparedness and reduce risk across Western Australia. A revised bushfire prone map is being developed alongside the Commonwealth Scientific and Industrial Research Organisation and the Department of Fire and Emergency Services, in line with State Planning Policy 3.7 - Planning in Bushfire Prone Areas. A further \$15 million to 2023-24 has also been committed through the Bushfire Mitigation Activity Fund to treat priority bushfire and other risks on unallocated Crown land, unmanaged Crown reserves, and Crown reserves under the care of Local Government authorities.

### **Land Asset Sales Program**

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

### **Swan Valley Action Plan**

9. The Department is progressing the Swan Valley Planning Bill 2020 to replace the current *Swan Valley Planning Act 1995* (the Act). The Act will deliver on the Government's election commitment to guide new development within the Swan Valley while retaining its unique character.

### **State Planning Policy 3.6 -Infrastructure Contributions**

10. The Department, on behalf of the Western Australian Planning Commission, is developing revised policy and guidelines for State Planning Policy 3.6 in consultation with Government and industry.

### **WA Recovery Plan**

11. The Department is leading key measures to support the State's economic recovery from COVID-19 including:
  - 11.1. delivering the following recovery initiatives:
    - 11.1.1. recurrent expenditure of \$1.6 million towards maintenance and infrastructure upgrades in remote Aboriginal communities over 2020-21 and 2021-22;
    - 11.1.2. restoration of heritage assets with recurrent expenditure of \$1.1 million in 2020-21, including \$0.5 million to restore the cliff face at Arthur Head, Fremantle;
    - 11.1.3. capital expenditure of \$0.5 million over 2020-21 and 2021-22 for conservation works at Roebourne Gaol, Pilbara;
    - 11.1.4. \$1.6 million in 2020-21 for conservation works at the Fremantle Prison, comprising capital expenditure of \$1.5 million; and
    - 11.1.5. recurrent expenditure of \$25,000 in 2020-21 towards a tourism and development management plan for the culturally significant Aboriginal site at the Two Mile Ridge Protected Area that features a large amount of engravings;
  - 11.2. providing statutory planning, heritage and land advice and administration support across-Government in the delivery of major recovery projects across the State, which includes restoration works at the Ascot Kilns and pre-sale works for the Parry Street Precinct heritage properties;
  - 11.3. \$12.9 million has been allocated to support the management of the Aboriginal Lands Trust Estate and to cover costs relating to the first stage of an Economic Transformation Project in Bidyadanga. The main objectives of the Economic Transformation Project include economic activation and job creation, together with better health, education and other improved social outcomes;

- 11.4. Government made available an amount of \$0.9 million and \$3.4 million over a six-month period over 2019-20 and 2020-21 to waive rent owed by small businesses and not-for-profit organisations to the Department and for use of Crown land respectively;
- 11.5. supporting the Western Australian Planning Commission to develop and implement key planning reform initiatives as part of the WA Recovery Plan priority - 'Unlocking Barriers to Investment' including:
  - 11.5.1. \$4.5 million to support the Western Australian Planning Commission in assessing proposals through the State Development Assessment pathway; and
  - 11.5.2. review of State Planning Policies; and
- 11.6. administration support to the Development Assessment Panel pathway and progression of amendments to the *Planning and Development (Development Assessment Panel) Regulations 2011* to enhance governance standards and facilitate greater consistency and transparency in decision-making.

#### **Unlocking Barriers to Investment - Planning Reform**

- 12. In line with the WA Recovery Plan, the Department with the Western Australian Planning Commission is committed to the continued implementation of the planning reform agenda to support economic recovery from COVID-19. The recent amendments to the *Planning and Development Act 2005* are a key component, with a number of other initiatives being progressed as a priority in support of this work, including:
  - 12.1. assessment of State or regional significant development proposals through the State Development Assessment pathway;
  - 12.2. drafting and progression of phase two amendments to the *Planning and Development Act 2005*;
  - 12.3. drafting and progression of amendments to the *Planning and Development (Local Planning Schemes) Regulations 2015*;
  - 12.4. finalising the Design WA Precinct Design and Medium Density State Planning Policies; and
  - 12.5. review of R-Codes Volume 1 (residential) and the Activity Centre and Liveable Neighbourhoods policies.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	An effective planning system that supports the development of communities in Western Australia.	1. Planning Services
	An effective system for the administration of Crown land and the Aboriginal Lands Trust estate.	2. Land Administration Services
	An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations.	3. Historical Heritage Services 4. Aboriginal Heritage Management

### Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Planning Services.....	89,015	93,766	97,267	97,512	96,324	92,032	91,939
2. Land Administration Services.....	61,030	61,418	58,525	78,595	57,412	55,957	53,686
3. Historical Heritage Services.....	13,832	13,120	13,412	14,525	13,350	13,427	13,574
4. Aboriginal Heritage Management.....	7,371	9,432	8,479	9,875	8,796	8,709	8,807
<b>Total Cost of Services.....</b>	<b>171,248</b>	<b>177,736</b>	<b>177,683</b>	<b>200,507</b>	<b>175,882</b>	<b>170,125</b>	<b>168,006</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**Outcomes and Key Effectiveness Indicators <sup>(a)</sup>**

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(b)</sup>	2020-21 Budget Target	Note
<b>Outcome: An effective planning system that supports the development of communities in Western Australia:</b>					
Percentage of applications determined within statutory timeframes.....	91%	85%	91%	85%	1
Percentage of finalised appeals (excluding Development Assessment Panels) that are not upheld on review by the State Administrative Tribunal.....	93%	95%	96%	95%	
Percentage of Local Planning Scheme amendments processed by the department under delegated authority and submitted to the Minister within the statutory timeframe (Basic 42 days, Standard 60 days, Complex 90 days).....	59%	60%	71%	60%	1
Percentage of DAP applications determined within the statutory timeframe .....	73%	75%	65%	75%	2
<b>Outcome: An effective system for the administration of Crown land and the Aboriginal Lands Trust estate:</b>					
Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate).....	99%	97%	99%	97%	
Number of leases or divestments of Aboriginal Lands Trust estate land to direct Aboriginal control .....	26	25	16	10	3
<b>Outcome: An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations:</b>					
Percentage of visitors to Fremantle prison satisfied with services provided by the department.....	96%	90%	96%	93%	
Percentage of statutory approvals delivered to the Aboriginal Cultural Material Committee within set timeframes.....	n/a	95%	93%	90%	
Percentage of development/planning referrals processed within set timeframes.....	97%	95%	96%	90%	
Percentage of nominations progressed to preliminary review within set timeframes.....	n/a	90%	90%	90%	

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**Explanation of Significant Movements**

(Notes)

1. The performance above the target in the 2019-20 Actual is a result of lower application volumes received due to COVID-19 impacts, and the continued efforts by the Department to improve the processing timeframes for statutory applications.
2. The number of applications determined within the statutory timeframe has decreased in the 2019-20 Actual and is mainly attributable to Development Assessment Panel (DAP) decisions to defer a higher number of applications for various reasons including requests for additional information, plan amendments and further comments. The timeframes have also been impacted by COVID-19 restrictions.
3. The variance between the 2019-20 Budget and the 2019-20 Actual is due to a combination of factors including delays to the South West Settlement Agreement and documentation/process delays associated with the inability to engage stakeholders during the COVID-19 restrictions. The reduction in the 2020-21 Budget Target is in line with the original four-year plan to divest 33 properties of which 16 were divested in 2019-20.



## Services and Key Efficiency Indicators

### 1. Planning Services

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;
- maximising the use of existing infrastructure rather than incurring the costs of green fields infrastructure with its resulting impact on home affordability;
- ensuring that sufficient land is available for purchase for both residential, commercial, and 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 Western Australian Planning Commission to enable:
  - other 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.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 89,015	\$'000 93,766	\$'000 97,267	\$'000 97,512	1
Less Income .....	44,269	48,355	45,829	48,456	
Net Cost of Service .....	44,746	45,411	51,438	49,056	
Employees (Full-Time Equivalents) .....	458	457	461	481	
<b>Efficiency Indicators</b>					
Average cost of planning services .....	\$15,102.18	\$15,216.27	\$18,698.58	\$18,674.97	2

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

### Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service between the 2019-20 Budget and the 2019-20 Actual is mainly due to additional expenditure allocated to undertake preventative works to stabilise and reinforce the Rivervale foreshore (\$2.5 million) and review Western Australia's Bushfire Planning Framework (\$0.3 million).
2. The Average Cost of Planning Services has increased between the 2019-20 Budget and the 2019-20 Actual due to a lower number of applications received during the financial year and an increase in costs relating to preventative works to stabilise and reinforce the Rivervale foreshore (\$2.5 million).

## 2. Land Administration Services

Land Administration Services contributes to the Government's Goal, 'Better Places' by:

- administering Crown land to ensure that land is being utilised to its full value and potential;
- unlocking the land potential for the State;
- managing the risk of Crown land including managed and unmanaged Crown land;
- delivering primary land tenure for strategic infrastructure projects;
- ensuring 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;
- administering 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 benefit of Western Australia; and
- supporting the Aboriginal Lands Trust, Aboriginal people, the Minister for Aboriginal Affairs, Government and key stakeholders in relation to the management of the Aboriginal Lands Trust Estate by:
  - 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 Aboriginal people.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 61,030	\$'000 61,418	\$'000 58,525	\$'000 78,595	1
Less Income .....	4,565	4,185	5,193	4,865	
Net Cost of Service .....	56,465	57,233	53,332	73,730	
<b>Employees (Full-Time Equivalents) .....</b>	<b>224</b>	<b>217</b>	<b>220</b>	<b>246</b>	
<b>Efficiency Indicators</b>					
Average cost per square kilometre to administer Crown land and Aboriginal Lands Trust Estate .....	\$23.29	\$20.53	\$21.05	\$25.54	2

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

### Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service between the 2019-20 Budget and the 2019-20 Actual is mainly due to a reduction in expenditure on land asset divestment (\$3.5 million).

The increase in the Total Cost of Service between the 2019-20 Actual and the 2020-21 Budget Target is mainly due to additional expenditure allocated for the settlement of Native Title compensation payments (\$8.5 million), the Remote Aboriginal Communities - Economic Transformation Project (\$4.2 million), finalising the remediation of lead tailings contamination at Northampton (\$4.9 million) and delaying expenditure associated with the Yamatji Nation Native Title Agreement (\$1.7 million) from 2019-20 into 2020-21.

2. The increase in Average Cost per Square Kilometre to Administer Crown Land and the Aboriginal Lands Trust Estate between the 2019-20 Actual and the 2020-21 Budget Target is due to an increase in costs as detailed in Note 1 above.

### 3. Historical Heritage Services

The Department manages historic heritage conservation on behalf of the Minister for Heritage and the Heritage Council of Western Australia. This service includes the assessment of places and precincts; registration of heritage places, development and planning referrals; Heritage Agreements; conservation and protection orders, heritage grants and awards.

This service aims to:

- conserve and interpret the applicable world, national, State and local heritage values of places under management (including 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; and
- promote heritage success stories and engagement with the State's heritage through media, publications, tourism and interpretation.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 13,832	\$'000 13,120	\$'000 13,412	\$'000 14,525	1
Less Income .....	4,309	4,221	4,448	1,306	2
Net Cost of Service .....	9,523	8,899	8,964	13,219	
<b>Employees (Full-Time Equivalents) .....</b>	<b>87</b>	<b>60</b>	<b>60</b>	<b>62</b>	
<b>Efficiency Indicators</b>					
Average cost of historical heritage services .....	\$4,629.06	\$5,752.34	\$4,434.86	\$5,128.10	3
Average cost per visitor to Fremantle Prison .....	\$31.81	\$32.95	\$47.62	\$73.56	4

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

#### Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service between the 2019-20 Actual and the 2020-21 Budget Target is due to additional expenditure allocated to assist with the restoration of heritage assets (\$1.1 million) as part of the WA Recovery Plan.
2. The increase in Income between the 2019-20 Budget and the 2019-20 Actual is due to a once off \$1.2 million grant from the Heritage Council of Western Australia for urgent conservation works at the Fremantle Prison, partially offset by a reduction in visitor revenue due to COVID-19 interstate and international travel restrictions.

The decrease in Income between the 2019-20 Actual and the 2020-21 Budget Target is mainly due to the forecast reduction in visitor revenue at the Fremantle Prison resulting from COVID-19 travel restrictions.

3. The Average Cost of Historical Heritage Services has decreased between the 2019-20 Budget and the 2019-20 Actual as a result of economies of scale achieved associated with an increase in the number of preliminary reviews undertaken on heritage sites.
4. The Average Cost per Visitor to Fremantle Prison has increased between the 2019-20 Budget and the 2019-20 Actual due to the impact of the COVID-19 travel restrictions resulting in a significant decline in the number of visitors. Visitor numbers are forecast to further decline in 2020-21.

#### 4. Aboriginal Heritage Management

By contributing to the Government's Goal of 'Better Places' the Aboriginal Heritage Management includes:

- supporting the Aboriginal Cultural Material Committee;
- advice on matters relating to Aboriginal heritage;
- processing of statutory approvals and administration of heritage sites register; and
- conducting site assessments, repatriations, site audits and advice.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 7,371	\$'000 9,432	\$'000 8,479	\$'000 9,875	1
Less Income .....	7	nil	50	82	
Net Cost of Service .....	7,364	9,432	8,429	9,793	
Employees (Full-Time Equivalents) .....	37	46	43	49	
<b>Efficiency Indicators</b>					
Average cost of Aboriginal Heritage Management services .....	\$4,769.21	\$7,258.33	\$4,142.46	\$4,007.01	2

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

#### Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service between the 2019-20 Budget and the 2019-20 Actual is mainly due to delays in the South West Native Title Settlement (\$0.5 million).

The increase in the Total Cost of Service between the 2019-20 Actual and the 2020-21 Budget Target is mainly due to delaying expenditure for the South West Native Title Settlement (\$0.5 million) and the Yamatji Nation Native Title Settlement (\$0.6 million) from 2019-20 into 2020-21.

2. The average cost of Aboriginal Heritage Management services has reduced between the 2019-20 Budget and the 2019-20 Actual due to an increase in Aboriginal heritage advice and site assessment services along with a reduction in costs due to delayed expenditure.

## Asset Investment Program

1. The Department's Asset Investment Program (AIP) for 2020-21 is \$12.3 million and is comprised primarily of accommodation, asset replacement, information and communications technology (ICT) projects and heritage conservation works.
2. The AIP will fund a range of process improvements and works which broadly include:
  - 2.1. Asset Replacement - this program will continue to ensure that back office corporate systems are supported. As part of aligning with the Government's ICT strategy, the Department is moving away from owning ICT infrastructure and adopting cloud-based services, shifting the requirement for capital funding towards operating expenditure;
  - 2.2. *Strata Titles Act 1985* Reform Implementation - the introduction of the *Strata Titles Amendment Act 2018* and the *Community Titles Act 2018* requires changes to the Department's business processes and systems to support and implement the reforms and new application types; and
  - 2.3. Fremantle Prison Conservation - restoration works at Fremantle Prison have commenced to address a back log of priority works to minimise the risk of further dilapidation and ensure the Prison continues to function as a renowned State-owned world heritage-listed asset.

## WA Recovery Plan

3. The Department will spend \$0.5 million to upgrade its systems to support the State Development Assessment pathway, implemented as part of the amendments to the *Planning and Development Act 2005*.
4. An additional \$1.5 million has been allocated to address conservation works at the Fremantle Prison beyond those identified at 2.3.
5. \$0.5 million will be spent to undertake conservation and fit-out of the gaolers' quarters at the Roebourne Gaol Precinct.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 <sup>(a)</sup> Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>WORKS IN PROGRESS</b>							
Accommodation Refurbishment and Sustainability							
Initiatives.....	7,083	4,524	50	573	370	389	399
Acquisition of Belmont Squash Centre .....	2,000	-	-	2,000	-	-	-
Asset Replacement - ICT .....	23,503	16,759	111	1,778	1,277	1,341	1,231
Fremantle Prison Priority Conservation .....	2,990	1,807	1,807	1,183	-	-	-
ICT Projects							
ICT Infrastructure.....	37,959	24,301	1,087	2,808	2,000	2,100	2,200
Strata Titles (and Community) Reform Implementation....	600	49	49	551	-	-	-
<b>COMPLETED WORKS</b>							
Implementation of Activity Based Work .....	400	400	400	-	-	-	-
<b>NEW WORKS</b>							
<b>COVID-19 WA Recovery Plan</b>							
Amendments to the Planning and Development Act 2005.....	500	-	-	500	-	-	-
Fremantle Prison Priority Conservation .....	1,454	-	-	1,454	-	-	-
Roebourne Gaol Conservation .....	450	-	-	50	400	-	-
<b>Other New Works</b>							
Asset Acquisition of State Significance .....	1,450	-	-	1,450	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>78,389</b>	<b>47,840</b>	<b>3,504</b>	<b>12,347</b>	<b>4,047</b>	<b>3,830</b>	<b>3,830</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			3,055	9,482	4,047	3,830	3,830
Drawdowns from the Holding Account .....			562	562	-	-	-
Internal Funds and Balances.....			(113)	2,303	-	-	-
<b>Total Funding.....</b>			<b>3,504</b>	<b>12,347</b>	<b>4,047</b>	<b>3,830</b>	<b>3,830</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared

## Financial Statements

### Income Statement

#### *Expenses*

1. The increase in Total Cost of Services of \$22.8 million between the 2019-20 Actual and the 2020-21 Budget Estimate is mainly due to additional expenditure allocated for the settlement of Native Title compensation payments (\$8.5 million), the Remote Aboriginal Communities - Economic Transformation Project (\$4.2 million), finalising the remediation of lead tailings contamination at Northampton (\$4.9 million), delays in expenditure associated with the Yamatji Nation Native Title Settlement (\$2.4 million) from 2019-20 into 2020-21 and grants to assist with restoring heritage assets in Western Australia (\$1.1 million).

#### *Income*

2. The reduced total income in the 2019-20 Actual and 2020-21 Budget Estimate can be attributed to the impacts of COVID-19 which includes: the Western Australian Government's COVID-19 relief measure to waive rental payments for small businesses and not-for-profit groups for a period of six months, reduced visitor numbers and associated ticketing revenue at Fremantle Prison and lower Statutory Planning applications fee revenue received from the Western Australian Planning Commission.

### Statement of Financial Position

3. The decrease in other current liabilities of \$7.2 million between the 2019-20 Budget and the 2019-20 Actual is due to the settlement of Native Title compensation payments due.
4. The decrease in borrowings and leases of \$34.4 million between the 2019-20 Budget and the 2019-20 Actual is mainly due to changes in the accounting treatment of Government Office Accommodation.

### Statement of Cashflows

5. The \$16.3 million decrease in cash assets at the end of the reporting period from the 2019-20 Actual to the 2020-21 Budget Estimate is due to the deferral of budgeted payments from 2019-20.

**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual <sup>(b)</sup>	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(c)</sup> .....	86,236	91,019	93,991	97,407	93,867	91,065	90,480
Grants and subsidies <sup>(d)</sup> .....	10,823	15,942	11,641	14,440	12,038	11,967	10,464
Supplies and services .....	40,051	41,714	37,510	53,623	44,455	41,195	41,122
Accommodation .....	12,586	4,270	11,413	10,242	10,476	10,590	10,591
Depreciation and amortisation .....	4,577	12,436	4,046	4,923	4,923	4,921	4,921
Finance and interest costs .....	-	1,457	16	45	45	47	42
Other expenses .....	16,975	10,898	19,066	19,827	10,078	10,340	10,386
<b>TOTAL COST OF SERVICES .....</b>	<b>171,248</b>	<b>177,736</b>	<b>177,683</b>	<b>200,507</b>	<b>175,882</b>	<b>170,125</b>	<b>168,006</b>
<b>Income</b>							
Sale of goods and services .....	4,685	5,812	3,618	1,055	4,072	4,072	4,072
Regulatory fees and fines .....	1,875	1,080	2,019	2,665	2,665	2,665	2,665
Grants and subsidies .....	1,054	126	2,446	300	126	126	126
Other revenue .....	45,536	49,743	47,437	50,689	54,286	54,107	53,938
<b>Total Income .....</b>	<b>53,150</b>	<b>56,761</b>	<b>55,520</b>	<b>54,709</b>	<b>61,149</b>	<b>60,970</b>	<b>60,801</b>
<b>NET COST OF SERVICES .....</b>	<b>118,098</b>	<b>120,975</b>	<b>122,163</b>	<b>145,798</b>	<b>114,733</b>	<b>109,155</b>	<b>107,205</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	95,568	92,252	90,443	115,131	94,090	89,158	88,711
Resources received free of charge .....	10,895	9,245	9,824	11,245	11,245	11,245	11,245
Royalties for Regions Fund:							
Regional Community Services Fund .....	4,153	6,024	6,486	4,489	5,942	5,842	5,842
Regional Infrastructure and Headworks Fund .....	-	-	-	300	-	-	-
<b>TOTAL INCOME FROM STATE GOVERNMENT .....</b>	<b>110,616</b>	<b>107,521</b>	<b>106,753</b>	<b>131,165</b>	<b>111,277</b>	<b>106,245</b>	<b>105,798</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(7,482)</b>	<b>(13,454)</b>	<b>(15,410)</b>	<b>(14,633)</b>	<b>(3,456)</b>	<b>(2,910)</b>	<b>(1,407)</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 806, 784 and 838 respectively.

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

## DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual <sup>(a)</sup> \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Aboriginal Heritage Grants .....	246	250	248	250	250	250	250
Aboriginal Lands Trust Estate .....	2,000	2,997	2,997	3,390	3,538	3,567	2,064
Anketell Port and Strategic Industrial Area							
Compensation for Lands Acquisition .....	52	1,818	52	1,818	1,818	1,818	1,818
Bushfire Risk Management Planning .....	4,026	5,767	5,383	3,750	3,750	3,750	3,750
Coastal Zone Management .....	533	952	566	952	952	952	952
Cossack Townsite .....	120	120	189	120	120	120	120
Duffy House.....	273	-	-	-	-	-	-
Finalising Closure of Wittenoom Townsite.....	-	2,303	-	1,325	-	-	-
Fire Risk Management Contribution .....	450	450	500	450	450	450	450
Kariyarra Indigenous Land Use Agreement.....	-	100	-	100	100	-	-
Local Government and Tourism .....	-	60	-	60	60	60	60
Management of Araluen Botanic Park.....	1,050	1,000	1,050	1,000	1,000	1,000	1,000
Other .....	228	125	337	125	-	-	-
Planning and Transport Research Centre .....	345	-	220	-	-	-	-
Restoration of Heritage Assets.....	-	-	-	1,100	-	-	-
Roebourne Gaol .....	1,500	-	-	-	-	-	-
Shire of York Earthquake Mitigation .....	-	-	99	-	-	-	-
<b>TOTAL .....</b>	<b>10,823</b>	<b>15,942</b>	<b>11,641</b>	<b>14,440</b>	<b>12,038</b>	<b>11,967</b>	<b>10,464</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.



**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(b)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	57,492	40,348	41,918	26,669	23,907	21,211	20,418
Restricted cash.....	4,725	11,748	4,365	3,032	3,032	3,032	3,032
Holding account receivables.....	528	682	562	562	-	-	-
Receivables.....	6,435	10,070	6,106	6,113	6,101	6,089	6,089
Other.....	2,688	1,782	2,118	2,118	2,118	2,118	2,118
<b>Total current assets.....</b>	<b>71,868</b>	<b>64,630</b>	<b>55,069</b>	<b>38,494</b>	<b>35,158</b>	<b>32,450</b>	<b>31,657</b>
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	31,065	42,085	36,176	41,032	46,517	51,918	57,319
Property, plant and equipment.....	136,064	172,544	335,675	340,172	343,078	343,152	343,162
Intangibles.....	7,766	9,424	5,467	5,798	2,341	1,384	427
Restricted cash.....	905	589	1,255	1,500	1,900	2,300	2,300
<b>Total non-current assets.....</b>	<b>175,800</b>	<b>224,642</b>	<b>378,573</b>	<b>388,502</b>	<b>393,836</b>	<b>398,754</b>	<b>403,208</b>
<b>TOTAL ASSETS.....</b>	<b>247,668</b>	<b>289,272</b>	<b>433,642</b>	<b>426,996</b>	<b>428,994</b>	<b>431,204</b>	<b>434,865</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	15,592	17,252	18,658	19,264	20,346	21,428	22,511
Payables.....	3,119	638	69	69	69	69	69
Borrowings and leases.....	-	-	319	319	319	319	319
Other.....	5,119	11,639	4,436	4,436	4,436	4,436	4,447
<b>Total current liabilities.....</b>	<b>23,830</b>	<b>29,529</b>	<b>23,482</b>	<b>24,088</b>	<b>25,170</b>	<b>26,252</b>	<b>27,346</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	4,248	5,181	3,445	3,940	3,940	3,940	3,940
Borrowings and leases.....	-	35,320	900	1,057	968	759	478
<b>Total non-current liabilities.....</b>	<b>4,248</b>	<b>40,501</b>	<b>4,345</b>	<b>4,997</b>	<b>4,908</b>	<b>4,699</b>	<b>4,418</b>
<b>TOTAL LIABILITIES.....</b>	<b>28,078</b>	<b>70,030</b>	<b>27,827</b>	<b>29,085</b>	<b>30,078</b>	<b>30,951</b>	<b>31,764</b>
<b>EQUITY</b>							
Contributed equity.....	224,515	308,821	228,118	234,847	239,308	243,555	247,810
Accumulated surplus/(deficit).....	(5,221)	264,344	(20,010)	(34,643)	(38,099)	(41,009)	(42,416)
Reserves.....	296	1,988	197,707	197,707	197,707	197,707	197,707
Other.....	-	(355,911)	-	-	-	-	-
<b>Total equity.....</b>	<b>219,590</b>	<b>219,242</b>	<b>405,815</b>	<b>397,911</b>	<b>398,916</b>	<b>400,253</b>	<b>403,101</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>247,668</b>	<b>289,272</b>	<b>433,642</b>	<b>426,996</b>	<b>428,994</b>	<b>431,204</b>	<b>434,865</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(b)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	91,379	80,516	84,736	109,713	89,167	83,757	83,310
Capital appropriation .....	3,485	9,732	3,495	9,891	4,461	4,247	4,255
Holding account drawdowns .....	2,029	562	562	562	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund .....	4,153	6,024	6,486	4,489	5,942	5,842	5,842
Regional Infrastructure and Headworks Fund .....	-	-	-	300	-	-	-
<b>Net cash provided by State Government .....</b>	<b>101,046</b>	<b>96,834</b>	<b>95,279</b>	<b>124,955</b>	<b>99,570</b>	<b>93,846</b>	<b>93,407</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(87,173)	(89,991)	(90,822)	(96,379)	(92,839)	(90,037)	(89,452)
Grants and subsidies .....	(10,822)	(15,942)	(11,641)	(14,440)	(12,038)	(11,967)	(10,464)
Supplies and services .....	(33,509)	(32,895)	(29,846)	(42,959)	(33,790)	(30,530)	(30,457)
Accommodation .....	(12,586)	(3,672)	(11,413)	(9,644)	(9,879)	(9,993)	(9,994)
GST payments .....	(6,251)	(6,240)	(6,353)	(6,240)	(6,240)	(6,240)	(6,240)
Finance and interest costs .....	-	(1,457)	(16)	(45)	(45)	(47)	(42)
Other payments .....	(17,205)	(11,005)	(18,030)	(19,779)	(10,030)	(10,292)	(10,338)
<b>Receipts <sup>(c)</sup></b>							
Regulatory fees and fines .....	1,876	1,080	2,019	2,665	2,665	2,665	2,665
Grants and subsidies .....	1,054	126	2,217	300	126	126	126
Sale of goods and services .....	4,685	6,510	3,618	1,908	4,925	4,925	4,925
GST receipts .....	7,611	6,233	7,123	6,233	6,233	6,233	6,233
Other receipts .....	47,579	49,053	46,905	49,844	53,441	53,262	53,093
<b>Net cash from operating activities .....</b>	<b>(104,741)</b>	<b>(98,200)</b>	<b>(106,239)</b>	<b>(128,536)</b>	<b>(97,471)</b>	<b>(91,895)</b>	<b>(89,945)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(6,167)	(3,772)	(3,504)	(12,347)	(4,047)	(3,830)	(3,830)
Proceeds from sale of non-current assets .....	3	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(6,164)</b>	<b>(3,772)</b>	<b>(3,504)</b>	<b>(12,347)</b>	<b>(4,047)</b>	<b>(3,830)</b>	<b>(3,830)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases .....	-	(6,522)	(390)	(409)	(414)	(417)	(425)
<b>Net cash from financing activities .....</b>	<b>-</b>	<b>(6,522)</b>	<b>(390)</b>	<b>(409)</b>	<b>(414)</b>	<b>(417)</b>	<b>(425)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>(9,859)</b>	<b>(11,660)</b>	<b>(14,854)</b>	<b>(16,337)</b>	<b>(2,362)</b>	<b>(2,296)</b>	<b>(793)</b>
Cash assets at the beginning of the reporting period .....	72,981	64,345	63,122	47,538	31,201	28,839	26,543
Net cash transferred to/from other agencies .....	-	-	(730)	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>63,122</b>	<b>52,685</b>	<b>47,538</b>	<b>31,201</b>	<b>28,839</b>	<b>26,543</b>	<b>25,750</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) 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)**

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual <sup>(b)</sup> \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
<b>Regulatory Fees and Fines</b>							
Regulatory Fees and Fines.....	1,876	1,080	1,307	1,080	1,080	1,080	1,080
Development Application Panel Fees.....	1,453	1,585	1,480	1,585	1,585	1,585	1,585
<b>Grants and Subsidies</b>							
Grants and Subsidies.....	1,054	126	2,217	300	126	126	126
<b>Sale of Goods and Services</b>							
Sale of Goods and Services.....	3,232	4,925	2,850	1,908	4,925	4,925	4,925
<b>Service Delivery Agreement</b>							
Receipts from Service Delivery Agreement ...	43,228	45,260	42,701	45,780	45,796	45,797	45,628
<b>GST Receipts</b>							
GST Receipts.....	7,611	6,233	7,123	6,233	6,233	6,233	6,233
<b>Other Receipts</b>							
Other Receipts.....	1,808	488	1,210	687	513	333	333
Pastoral Leases.....	2,543	3,205	2,994	3,277	7,032	7,032	7,032
Proceeds from Rental Properties.....	-	100	-	100	100	100	100
<b>TOTAL .....</b>	<b>62,805</b>	<b>63,002</b>	<b>61,882</b>	<b>60,950</b>	<b>67,390</b>	<b>67,211</b>	<b>67,042</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual <sup>(a)</sup> \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
<b>INCOME</b>							
<b>Other</b>							
Administered Grants and Transfer							
Payments.....	-	-	243	8,763	-	-	-
Net Assets Transferred In.....	172,802	-	185,214	10,644	-	-	-
Other Revenue.....	2,554	1,569	1,738	1,569	1,569	1,569	1,569
Rent Revenue.....	21,369	18,172	20,612	16,891	18,609	18,609	18,609
Sale of Land.....	64,360	34,512	8,599	31,275	33,000	24,000	23,000
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>261,085</b>	<b>54,253</b>	<b>216,406</b>	<b>69,142</b>	<b>53,178</b>	<b>44,178</b>	<b>43,178</b>
<b>EXPENSES</b>							
<b>Other</b>							
Employee Expenses.....	547	965	436	965	965	965	965
Net Assets Transferred Out.....	86,413	-	52,437	3,013	-	-	-
Other Expenses.....	71,393	6,411	44,387	13,362	4,356	4,356	4,356
Payments to Consolidated Account.....	52,181	50,783	31,482	46,294	49,737	40,737	39,737
Revaluation Decrement.....	4,331	-	3,906	-	-	-	-
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>214,865</b>	<b>58,159</b>	<b>132,648</b>	<b>63,634</b>	<b>55,058</b>	<b>46,058</b>	<b>45,058</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## 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.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	25,102	25,258	25,282	25,765
Receipts:				
Other .....	1,553	2,716	1,678	1,556
	26,655	27,974	26,960	27,321
Payments .....	1,373	5,809	1,195	5,809
<b>CLOSING BALANCE.....</b>	<b>25,282</b>	<b>22,165</b>	<b>25,765</b>	<b>21,512</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

# Division 45 Western Australian Planning Commission

## Part 11 Planning and Land Use

### Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>DELIVERY OF SERVICES</b>							
Item 87 Net amount appropriated to deliver services.....	5,848	5,904	5,904	28,350	5,850	5,905	5,960
<b>Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959.....</b>	89,784	88,971	87,706	86,769	84,227	83,694	86,205
Total appropriations provided to deliver services .....	95,632	94,875	93,610	115,119	90,077	89,599	92,165
<b>CAPITAL</b>							
Item 147 Capital Appropriation .....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
<b>TOTAL APPROPRIATIONS .....</b>	101,032	100,275	99,010	120,519	95,477	94,999	97,565
<b>EXPENSES</b>							
Total Cost of Services .....	48,232	50,052	126,297	50,579	50,595	50,651	50,537
Net Cost of Services <sup>(b)</sup> .....	(7,062)	17,030	97,438	25,155	23,866	22,022	19,408
<b>CASH ASSETS <sup>(c)</sup> .....</b>	452,997	436,191	449,210	392,350	365,478	393,323	427,429

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (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 Commission's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>COVID-19 WA Recovery Plan</b>					
Ascot Kilns Preservation Work .....	-	167	168	169	-
<b>New Initiative</b>					
Swan Valley Planning Bill 2020 .....	-	20	35	35	35
<b>Other</b>					
Revision to Indexation for Non-Salary Expenses .....	-	-	-	-	55
Revision to Statutory Planning Fees .....	(1,839)	-	-	-	-

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## Significant Issues Impacting the Agency

### State Design Review Panel

1. The State Design Review Panel, chaired by the Government Architect, will continue to assist decision-makers and proponents with advice on major and strategic projects. The panel will also provide advice on projects being assessed through the new State Development Assessment pathway.

### METRONET

2. The Department of Planning, Lands and Heritage (Department), on behalf of the Commission, is supporting the work being undertaken to deliver METRONET by providing planning expertise and advice in relation to land use planning around proposed and existing station precincts. This work and the associated policies will support the growth of these precincts to drive development in line with the WA Recovery Plan.

### Land Acquisition

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

### *Perth and Peel @ 3.5 million*

4. The Department, on behalf of the Commission, continues to collaborate across State and Local Governments to progress planning investigations for the 15 planning investigation areas identified in the four strategic planning and infrastructure frameworks - Metro North West, Metro North East, Central, and Metro South and Peel.

### Unlocking Barriers to Investment - COVID-19 Planning Reform

5. In line with the WA Recovery Plan, the Commission is committed to the continued implementation of the planning reform agenda to support economic recovery from COVID-19. The recent amendments to the *Planning and Development Act 2020* are a key component, with a number of other initiatives being progressed as a priority in support of this work, including:
  - 5.1. assessment of State or regional significant development proposals through the State Development Assessment pathway;
  - 5.2. drafting and progression of phase two amendments to the *Planning and Development Act 2005*;
  - 5.3. drafting and progression of amendments to the Planning and Development (Local Planning Schemes) Regulations 2015;
  - 5.4. finalising the Precinct Design and Medium Density State Planning Policies; and
  - 5.5. review of R-Codes Volume 1 (residential) and the Activity Centre and Liveable Neighbourhoods policies.

### WA Recovery Plan

6. The Commission will perform a key role in the State's economic recovery from COVID-19 through initiatives to simplify the planning system, remove barriers to development, create and protect jobs, and support business, including:
  - 6.1. implementation of the planning reform agenda (WA Recovery Plan priority: Unlocking Barriers to Investment);
  - 6.2. delivery of infrastructure stimulus projects including the \$6 million restoration of the heritage-listed Ascot Kilns and \$2 million to extend fencing at Whiteman Park to protect wildlife and flora;
  - 6.3. the construction of roads, public works, community infrastructure, public open spaces and community facilities in the Burswood Peninsula;
  - 6.4. provision of planning advice to assist the delivery and implementation of infrastructure measures being led across the State; and
  - 6.5. continuing to undertake a key statutory planning and decision-making role through Commission statutory boards and committees.

## 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 use and development of land in Western Australia.	1. Statutory Planning 2. Strategic Planning 3. Asset Management

### Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Statutory Planning .....	14,916	16,938	15,764	17,860	17,875	17,875	17,875
2. Strategic Planning .....	6,649	9,190	5,328	7,218	7,218	7,218	7,218
3. Asset Management.....	26,667	23,924	105,205	25,501	25,502	25,558	25,444
<b>Total Cost of Services.....</b>	<b>48,232</b>	<b>50,052</b>	<b>126,297</b>	<b>50,579</b>	<b>50,595</b>	<b>50,651</b>	<b>50,537</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**Outcomes and Key Effectiveness Indicators <sup>(a)</sup>**

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(b)</sup>	2020-21 Budget Target	Note
<b>Outcome: An efficient and effective planning system that promotes use and development of land in Western Australia:</b>					
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.....	42%	39%	44%	45%	1
800 metres.....	33%	31%	35%	36%	
The proportion of residential land that is zoned R40 and above that is within 400 metres of a major regional centre .....	65%	67%	65%	67%	
The percentage of subdivision applications determined within the statutory timeframe.....	88%	80%	88%	80%	2
The percentage of development applications determined within the statutory timeframe.....	81%	70%	81%	70%	2
Vacancy rate of residential properties available for rent.....	4%	5%	4%	5%	
Vacancy rate of commercial properties available for rent.....	5%	5%	7%	5%	

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**Explanation of Significant Movements**

(Notes)

1. The improved performance against target in the 2019-20 Actual is due to the Western Australian Government's commitment towards increasing infill and reducing urban sprawl with an emphasis on medium and high-density residential development in close proximity to activity centres and transport nodes.
2. The performance above target in the 2019-20 Actual is mainly due to lower application volumes received during the 2019-20 year associated with COVID-19 uncertainty and the continued efforts by the Department to improve the management of applications within statutory timeframes.



## Services and Key Efficiency Indicators

### 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.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 14,916	\$'000 16,938	\$'000 15,764	\$'000 17,860	1
Less Income .....	14,203	15,577	12,983	14,048	1
Net Cost of Service .....	713	1,361	2,781	3,812	
<b>Efficiency Indicators</b>					
Average cost per statutory application .....	\$2,944	\$3,169	\$3,494	\$3,942	2

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

### Explanation of Significant Movements

(Notes)

1. The Department incurs all costs related to the statutory planning application approval process which is, in part, funded by fees received by the Commission. To facilitate this funding regime, the Commission records the funds transferred as a Total Cost of Service.

Uncertainty associated with COVID-19 resulted in an unforeseen significant decline in the number of statutory planning applications received in the second half of 2019-20, along with the commensurate reduction in income. By extension, expenditure incurred by the Commission related to the transfer of funds to the Department decreased resulting in the \$1.2 million variance between the 2019-20 Budget and the 2019-20 Actual.

The increase in expenditure between the 2019-20 Actual and the 2020-21 Budget Target reflects the anticipated normalisation of statutory planning applications received in 2020-21 as stimulus initiatives such as the Government's Building Bonus Grant are implemented.

2. The higher Average Cost per Statutory Application between the 2019-20 Budget and the 2019-20 Actual is due to a decrease in the number of statutory planning applications received during the financial year and can be attributed to uncertainty associated with COVID-19.

## 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.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 6,649	\$'000 9,190	\$'000 5,328	\$'000 7,218	1
Less Income .....	3,869	3,904	1,479	700	2
Net Cost of Service .....	2,780	5,286	3,849	6,518	
<b>Efficiency Indicators</b>					
Average cost per strategic project .....	\$362,068	\$489,214	\$303,031	\$449,583	3

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

### Explanation of Significant Movements

(Notes)

1. The decrease between the 2019-20 Budget and the 2019-20 Actual is due to delays in various strategic projects which can be attributed to the operational impacts of COVID-19.
2. The decrease in income between 2019-20 Budget and 2019-20 Actual is due to reduced interest revenue earned on the Metropolitan Region Improvement Fund (MRIF) which is attributed to the declining interest rates. The interest revenue is anticipated to decrease further into the 2020-21 Budget Target.
3. This is a new key efficiency indicator which replaced the previous Average Cost per Hour for Strategic Planning. It is a more meaningful indicator as it measures how efficiently the service is delivered to produce the outputs as compared to the previous indicator which measured the hourly rate of the service.

The decrease between the 2019-20 Budget and the 2019-20 Actual is due to the delay of various strategic projects from 2019-20 to 2020-21.

### 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, improvement plans and major land development projects.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 26,667	\$'000 23,924	\$'000 105,205	\$'000 25,501	1
Less Income .....	37,222	13,541	14,397	10,676	2
Net Cost of Service .....	(10,555)	10,383	90,808	14,825	
<b>Efficiency Indicators</b>					
Average cost of service for the management of Whiteman Park per hectare managed .....	\$2,495	\$2,711	\$2,520	\$2,565	
Average cost of service for the management of residential and commercial properties per property .....	\$17,208	\$16,793	\$20,632	\$18,874	3
Average cost of service for the management of reserved land (excluding Whiteman Park and residential and commercial properties) per hectare managed .....	\$498	\$379	\$566	\$419	4

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

#### Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual of \$105.2 million includes a revaluation decrement of \$47.3 million and impairment loss for land of \$27.3 million. The decrement and impairment losses are attributed to the change in land use classification of Commission held land to more restrictive purposes such as parks and recreation, roads, railways and public purposes. The losses relate to year-end adjustments and are not included within the budget targets or forward estimates period.
2. The increase in income from the 2019-20 Budget to the 2019-20 Actual is due to higher than anticipated gains on the sale of surplus assets held by the Commission.

The decrease in income from the 2019-20 Actual to the 2020-21 Budget Target is due to a reduction in forecast interest revenue earned on the MRIF resulting from decreasing interest rates and lower gains from the sale of surplus lands in comparison to the achievement above target in 2019-20.

3. The increase in the Average Cost of Service for the Management of Residential and Commercial Properties per Property between the 2019-20 Budget and 2019-20 Actual is due to an increase in depreciation costs and higher residential rental management and maintenance costs.
4. The increase in the Average Cost of Service for the Management of Reserved Land per Hectare Managed between the 2019-20 Budget and 2019-20 Actual is due to additional costs incurred to undertake preventative works to stabilise and reinforce the Rivervale foreshore.

## Asset Investment Program

1. The Commission's 2020-21 Asset Investment Program (AIP) of \$149.9 million includes the acquisition of land reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes and development of facilities on reserved land. The AIP will fund land acquisitions for METRONET and Westport.
2. The cost of asset investment over the Budget and forward estimates period is \$401.2 million.

### WA Recovery Plan

3. The Commission will spend \$7.5 million over 2020-21 to 2022-23 on the following infrastructure projects:

3.1. \$5.5 million to restore the heritage-listed Ascot Kilns; and

3.2. \$2 million to extend fencing at Whiteman Park to protect wildlife and flora.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 <sup>(a)</sup> Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>WORKS IN PROGRESS</b>							
Buildings/Infrastructure .....	21,542	13,324	1,140	1,675	1,300	1,300	1,300
METRONET - Yanchep Rail Extension .....	100,000	30,000	30,000	-	70,000	-	-
Other Minor Equipment .....	3,775	2,839	147	151	151	151	151
<b>COMPLETED WORKS</b>							
Acquisition of Land - 2019-20 Program .....	59,778	59,778	59,778	-	-	-	-
Regional Land Acquisitions - 2019-20 Program .....	5,992	5,992	5,992	-	-	-	-
<b>NEW WORKS</b>							
<b>COVID-19 WA Recovery Plan</b>							
Ascot Kilns Preservation Works .....	5,499	-	-	586	3,832	1,081	-
Whiteman Park Fencing Works .....	2,000	-	-	2,000	-	-	-
<b>Other New Works</b>							
Acquisition of Land							
2020-21 Program .....	130,112	-	-	130,112	-	-	-
2021-22 Program .....	59,000	-	-	-	59,000	-	-
2022-23 Program .....	43,400	-	-	-	-	43,400	-
2023-24 Program .....	43,400	-	-	-	-	-	43,400
Election Commitment - Westport: Port and Environs Strategy .....	20,000	-	-	10,000	10,000	-	-
Regional Land Acquisitions							
2020-21 Program .....	5,400	-	-	5,400	-	-	-
2021-22 Program .....	5,400	-	-	-	5,400	-	-
2022-23 Program .....	5,400	-	-	-	-	5,400	-
2023-24 Program .....	5,400	-	-	-	-	-	5,400
<b>Total Cost of Asset Investment Program .....</b>	<b>516,098</b>	<b>111,933</b>	<b>97,057</b>	<b>149,924</b>	<b>149,683</b>	<b>51,332</b>	<b>50,251</b>
<b>FUNDED BY</b>							
Asset Sales .....			5,000	40,000	50,000	5,000	5,000
Capital Appropriation .....			5,400	5,400	5,400	5,400	5,400
Internal Funds and Balances .....			86,657	104,524	94,283	40,932	39,851
<b>Total Funding .....</b>			<b>97,057</b>	<b>149,924</b>	<b>149,683</b>	<b>51,332</b>	<b>50,251</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan projects included in the AIP, the Commission has also allocated \$1 million over 2019-20 and 2020-21 for the waiver of rental payments for small businesses and not-for-profit groups in Government-owned buildings.

## Financial Statements

### Income Statement

#### *Expenses*

1. The Total Cost of Services of \$126.3 million in the 2019-20 Actual includes a revaluation decrement of \$47.3 million and impairment loss for land of \$27.3 million which can be attributed to the change of land use classifications of Commission-held land to more restrictive purposes such as parks and recreation, roads, railways and public purposes. These expenditures relate to year-end adjustments and are not included in the 2019-20 Budget, the 2020-21 Budget Target and the forward estimates period. Additional costs have been incurred above target relating to preventative works to stabilise and reinforce the Rivervale foreshore (\$2.5 million).

#### *Income*

2. The reduction in total income of \$4.2 million between the 2019-20 Budget and 2019-20 Actual is largely due to a reduction in statutory application fees of \$1.8 million reflecting the impact of COVID-19, and decreased interest revenue on the MRIF of \$4.7 million due to lower interest rates, offset slightly by a \$2.4 million gain above budget from the sale of surplus land.

### Statement of Financial Position

3. The decrease in property, plant and equipment between the 2019-20 Budget and 2019-20 Actual of \$106.7 million is mainly due to the revaluation decrement and impairment loss for land currently held by the Commission. The increase between the 2019-20 Actual and 2020-21 Budget Estimate is due to land acquisitions for METRONET rail and stations, and Westport.

### Statement of Cashflows

4. The decrease in cash assets at the end of the reporting period from the 2019-20 Actual to the 2020-21 Budget Estimate of \$56.9 million is mainly due to payments by the Commission for land acquisitions to support Government priorities including METRONET, Westport, and the Forrestfield North Residential Precinct.

**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(b)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Grants and subsidies <sup>(c)</sup> .....	300	300	300	300	300	300	300
Supplies and services .....	291	506	272	563	563	563	563
Depreciation and amortisation .....	4,674	3,600	30,955	3,600	3,600	3,600	3,600
Other expenses .....	42,967	45,646	94,770	46,116	46,132	46,188	46,074
<b>TOTAL COST OF SERVICES</b> .....	<b>48,232</b>	<b>50,052</b>	<b>126,297</b>	<b>50,579</b>	<b>50,595</b>	<b>50,651</b>	<b>50,537</b>
<b>Income</b>							
Regulatory fees and fines .....	11,750	13,348	11,431	13,343	13,343	13,343	13,343
Other revenue .....	43,544	19,674	17,428	12,081	13,386	15,286	17,786
<b>Total Income</b> .....	<b>55,294</b>	<b>33,022</b>	<b>28,859</b>	<b>25,424</b>	<b>26,729</b>	<b>28,629</b>	<b>31,129</b>
<b>NET COST OF SERVICES</b> .....	<b>(7,062)</b>	<b>17,030</b>	<b>97,438</b>	<b>25,155</b>	<b>23,866</b>	<b>22,022</b>	<b>19,408</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	95,632	94,875	93,610	115,119	90,077	89,599	92,165
Resources received free of charge .....	231	450	186	450	450	450	450
<b>TOTAL INCOME FROM STATE GOVERNMENT</b> .....	<b>95,863</b>	<b>95,325</b>	<b>93,796</b>	<b>115,569</b>	<b>90,527</b>	<b>90,049</b>	<b>92,615</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>102,925</b>	<b>78,295</b>	<b>(3,642)</b>	<b>90,414</b>	<b>66,661</b>	<b>68,027</b>	<b>73,207</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Strategic Transport Evaluation Model (STEM) <sup>(b)</sup> .....	300	300	300	300	300	300	300
<b>TOTAL</b> .....	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) 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 <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(b)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	8,350	432,428	9,640	11,883	14,145	16,407	18,670
Restricted cash <sup>(c)</sup> .....	444,647	3,763	439,570	380,467	351,333	376,916	408,759
Receivables.....	8,688	4,158	4,827	4,797	4,767	4,737	4,707
Other.....	389	19,693	32,417	32,417	32,417	32,417	32,417
Assets held for sale.....	255	1,526	6,886	6,886	6,886	6,886	6,886
<b>Total current assets.....</b>	<b>462,329</b>	<b>461,568</b>	<b>493,340</b>	<b>436,450</b>	<b>409,548</b>	<b>437,363</b>	<b>471,439</b>
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	5,879	6,259	6,259	6,639	7,019	7,399	7,779
Property, plant and equipment.....	581,148	644,520	537,844	646,668	745,251	790,483	834,634
Intangibles.....	24,593	24,611	28,917	28,917	28,917	28,917	28,917
Other.....	-	-	-	22,500	22,500	22,500	22,500
<b>Total non-current assets.....</b>	<b>611,620</b>	<b>675,390</b>	<b>573,020</b>	<b>704,724</b>	<b>803,687</b>	<b>849,299</b>	<b>893,830</b>
<b>TOTAL ASSETS.....</b>	<b>1,073,949</b>	<b>1,136,958</b>	<b>1,066,360</b>	<b>1,141,174</b>	<b>1,213,235</b>	<b>1,286,662</b>	<b>1,365,269</b>
<b>CURRENT LIABILITIES</b>							
Payables.....	-	441	1	1	1	1	1
Other.....	13,224	19,545	19,904	19,904	19,904	19,904	19,904
<b>Total current liabilities.....</b>	<b>13,224</b>	<b>19,986</b>	<b>19,905</b>	<b>19,905</b>	<b>19,905</b>	<b>19,905</b>	<b>19,905</b>
<b>TOTAL LIABILITIES.....</b>	<b>13,224</b>	<b>19,986</b>	<b>19,905</b>	<b>19,905</b>	<b>19,905</b>	<b>19,905</b>	<b>19,905</b>
<b>EQUITY</b>							
Contributed equity.....	4,109	6,281	(10,228)	(25,828)	(20,428)	(15,028)	(9,628)
Accumulated surplus/(deficit).....	1,065,690	1,119,464	1,062,046	1,152,460	1,219,121	1,287,148	1,360,355
Reserves.....	39,614	39,915	43,325	43,325	43,325	43,325	43,325
Other.....	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)
<b>Total equity.....</b>	<b>1,060,725</b>	<b>1,116,972</b>	<b>1,046,455</b>	<b>1,121,269</b>	<b>1,193,330</b>	<b>1,266,757</b>	<b>1,345,364</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>1,073,949</b>	<b>1,136,958</b>	<b>1,066,360</b>	<b>1,141,174</b>	<b>1,213,235</b>	<b>1,286,662</b>	<b>1,365,269</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The MRIF is governed by legislation and restricted for the management of the Metropolitan Region Scheme. Accordingly, MRIF has been reclassified as restricted cash.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(b)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	95,252	94,495	93,230	114,739	89,697	89,219	91,785
Capital appropriation .....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
<b>Net cash provided by State Government .....</b>	<b>100,652</b>	<b>99,895</b>	<b>98,630</b>	<b>120,139</b>	<b>95,097</b>	<b>94,619</b>	<b>97,185</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Grants and subsidies .....	(300)	(300)	-	(300)	(300)	(300)	(300)
Supplies and services .....	(60)	(56)	(87)	(113)	(113)	(113)	(113)
GST payments .....	(7,661)	(3,330)	(5,821)	(3,330)	(3,330)	(3,330)	(3,330)
Other payments .....	(42,796)	(45,616)	(46,244)	(46,086)	(46,102)	(46,158)	(46,044)
<b>Receipts</b>							
Regulatory fees and fines .....	11,747	13,348	11,428	13,343	13,343	13,343	13,343
GST receipts .....	4,890	3,330	6,627	3,330	3,330	3,330	3,330
Other receipts .....	17,266	17,174	13,029	9,581	10,886	12,786	15,286
<b>Net cash from operating activities .....</b>	<b>(16,914)</b>	<b>(15,450)</b>	<b>(21,068)</b>	<b>(23,575)</b>	<b>(22,286)</b>	<b>(20,442)</b>	<b>(17,828)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(58,616)	(86,847)	(97,057)	(149,924)	(149,683)	(51,332)	(50,251)
Other payments .....	-	(21,000)	-	(21,000)	-	-	-
Proceeds from sale of non-current assets .....	15,725	5,000	15,708	40,000	50,000	5,000	5,000
<b>Net cash from investing activities .....</b>	<b>(42,891)</b>	<b>(102,847)</b>	<b>(81,349)</b>	<b>(130,924)</b>	<b>(99,683)</b>	<b>(46,332)</b>	<b>(45,251)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Other payments .....	-	-	-	(22,500)	-	-	-
<b>Net cash from financing activities .....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(22,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>40,847</b>	<b>(18,402)</b>	<b>(3,787)</b>	<b>(56,860)</b>	<b>(26,872)</b>	<b>27,845</b>	<b>34,106</b>
Cash assets at the beginning of the reporting period .....	412,150	454,593	452,997	449,210	392,350	365,478	393,323
<b>Cash assets at the end of the reporting period .....</b>	<b>452,997</b>	<b>436,191</b>	<b>449,210</b>	<b>392,350</b>	<b>365,478</b>	<b>393,323</b>	<b>427,429</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.



## 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.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	399,230	441,191	440,107	434,712
Receipts:				
Appropriations .....	89,784	88,971	87,706	86,769
Other .....	35,266	22,400	35,028	50,021
	524,280	552,562	562,841	571,502
Payments <sup>(b)</sup> .....	84,173	132,189	128,129	194,868
<b>CLOSING BALANCE.....</b>	<b>440,107</b>	<b>420,373</b>	<b>434,712</b>	<b>376,634</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The increase in the 2020-21 Budget Estimate relates to the increased AIP expenditure for acquiring land in METRONET and Westport-related projects.

Division 46 **Western Australian Land Information Authority**

Part 11 **Planning and Land Use**

**Appropriations, Expenses and Cash Assets**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 <sup>(a)</sup> Actual \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>DELIVERY OF SERVICES</b>							
Item 88 Net amount appropriated to deliver services .....	35,280	33,407	33,911	<b>32,478</b>	35,667	52,314	43,887
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975 .....	337	337	337	<b>337</b>	338	339	340
- Transfer of Land Act 1893 .....	12	-	-	-	-	-	-
Total appropriations provided to deliver services <sup>(b)</sup> .....	35,629	33,744	34,248	<b>32,815</b>	36,005	52,653	44,227
<b>CAPITAL</b>							
Item 148 Capital Appropriation .....	-	-	4,396	<b>3,588</b>	6,793	358	-
<b>TOTAL APPROPRIATIONS</b> .....	35,629	33,744	38,644	<b>36,403</b>	42,798	53,011	44,227
<b>EXPENSES</b>							
Total Cost of Services .....	115,319	123,948	112,080	<b>118,553</b>	121,034	114,932	114,802
Net Cost of Services <sup>(c) (d) (e)</sup> .....	(149,357)	4,079	13,372	<b>42,839</b>	34,370	22,053	36,591
<b>CASH ASSETS</b> <sup>(f)</sup> .....	12,086	12,065	12,041	<b>18,259</b>	18,747	8,426	5,799

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) The increase in the total appropriations provided to deliver services from the 2022-23 Forward Estimate reflects the agreed funding arrangement with Government following the partial commercialisation of the Western Australian Land Information Authority (Landgate).
- (c) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (d) The increase in the Net Cost of Services from the 2020-21 Budget Estimate is due to Landgate collecting customer fees and paying Land Services WA (LSWA) its share of the fees for title document lodgements, plan, search and lodgement support services as per the Commercialised Services Agreement. Landgate therefore reflects net revenue in its financial statements.
- (e) The negative Net Cost of Service in 2018-19 reflects the effect of recording the gain on the sale of Landgate's shareholding in Property Exchange Australia Ltd (PEXA Ltd) and Advara Ltd.
- (f) As at 30 June each financial year.

## Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Landgate's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 <sup>(a)</sup>	2020-21 Budget	2021-22 Forward Estimate	2022-23 Forward Estimate	2023-24 Forward Estimate
	Actual \$'000	Estimate \$'000	\$'000	\$'000	\$'000
<b>Ongoing Initiatives</b>					
Landgate Partial Commercialisation <sup>(b)</sup>					
Commercialised Assets Amortisation .....	-	642	1,178	1,621	1,978
Contract Management Requirements .....	521	694	-	-	-
Information and Communications Technology (ICT) Savings .....	(4,975)	(8,239)	(8,078)	(8,581)	(7,538)
Transition and Separation Costs .....	728	943	-	-	-
<b>Other</b>					
Continuously Operating Reference Stations (CORS) Geostation Sites					
Transferred to Geoscience Australia (Commonwealth) .....	1,129	-	-	-	-
Revision to Indexation for Non-Salary Expenses .....	-	-	-	-	150
Strategic Development Plan 2020-21 to 2023-24 <sup>(c)</sup> .....	(10,580)	(196)	3,660	(882)	(6,083)

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The spending changes associated with the Landgate Partial Commercialisation relate to contract management requirements, ICT savings due to the partial split of Landgate's Master Services Agreement with Advava Ltd, as LSWA has taken responsibility for a portion of this contract and additional expenditure for the amortisation of commercialised assets.

(c) The decrease in expenditure excludes National Tax Equivalent Regime (NTER) and dividends. Landgate is forecast to reduce its spending mainly as a result of salaries and superannuation savings and lower depreciation expenses, which are partially offset by an increase in software service-related costs.

## Significant Issues Impacting the Agency

- Landgate is responsible for delivering strata reform on behalf of the State Government. These reforms comprise complex legislative, regulatory, process and system changes required to implement the new strata laws and regulations. The *Strata Titles Amendment Act 2018* and *Strata Titles Act (General) Regulations 2019* were implemented in May 2020. In the first half of 2021, Landgate will deliver community schemes by finalising the Community Titles Regulations which will enable the proclamation of the *Community Titles Act 2018*. Community schemes are a form of subdivision which will enable innovative developments. They will help to deliver the Government's priorities with respect to 'A Liveable Environment', by facilitating greater housing choice, mixed-use development and amenity in proximity to key transport links.
- The commercialisation of Landgate's automated land titling services was successfully completed in October 2019, contributing \$1.41 billion to the State. Following the transfer of these services to LSWA on 22 October 2019, Landgate will progress work to finalise the full separation and transfer of relevant systems and applications to LSWA in 2020-21.
- To support greater competition in the electronic conveyancing marketplace, Landgate is participating in ongoing work through the Australian Registrars' National Electronic Conveyancing Council (ARNECC) to find a suitable model that enables inter-operability between multiple Electronic Lodgement Network Operators (ELNOs). Currently, all parties involved in a property transaction must use the same ELNO. However, the objective is to introduce a nationally consistent model that allows different parties (e.g. buyer, seller, bank) to use different ELNOs. ARNECC has put forward a proposal to industry and Government on potential systems that will enable inter-operability between ELNOs and is examining what changes are required to the regulatory framework to enable inter-operability to occur. In addition, ARNECC has commissioned a cost benefit analysis to identify the costs and net benefits of the inter-operability model together with a separate analysis of the insurance risk and dispute resolution frameworks. Depending on the outcome, Landgate will progress the relevant system and regulatory changes to support inter-operability and therefore greater competition amongst ELNOs.

4. State and Commonwealth packages to stimulate the housing and property industry are expected to increase the number of new lots that require titles by the 31 December 2020 deadline for settlement, by between 7,500 and 10,000. Landgate is responding to the increase in demand in titling activity by re-prioritising work within its New Land Registry (NLR) system roadmap to increase the level of automation of plan and document lodgement processes and providing additional resourcing and cross-skilling of staff to efficiently handle the higher volume of work. Landgate is also working with surveyors to educate on the requirements for, and encourage the use of, existing automated planning processes. Regular liaison with industry bodies, such as the Urban Development Institute of Australia, the Department of Planning, Lands and Heritage and the Western Australian Planning Commission, will ensure property market activity continues to be monitored and appropriate strategies are in place to respond to demand.
5. Landgate will participate in a national collaboration opportunity to develop a 3D Next Generation Spatial Cadastre. Landgate, along with other participating jurisdictions, will contribute funds and specialist expertise towards the development of a nationally consistent 3D cadastral data model. The project will provide the benefit of a more cost-effective, nationally coordinated approach to the development of a cadastral data model to support replacement of Landgate's legacy SmartPlan system and the Spatial Cadastral Database. The expected outcome will be a 3D Next Generation Spatial Cadastre for Western Australia that provides the critical data to support the development of priority government infrastructure projects and resource management. Further, Landgate is exploring the Spatial WA concept, digital infrastructure that seeks to maximise the value of public sector location data, for the benefit of the State.
6. Landgate is investing in the modernisation of its valuation system, which generates rating and taxing valuations for the State. The current system has been in place for 20 years and is in need of replacement to align with Government's digital standards, enhance management of cyber security risks and take advantage of major growth opportunities such as the increasing demand for specialist valuations. There will also be opportunities to leverage the new technology to improve valuation processes, efficiency, and service delivery.

#### **WA Recovery Plan**

7. Landgate has provided a waiver of rental payment for a small business worth \$26,000 over 2019-20 and 2020-21.

## 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
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	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Land Administration.....	78,078	85,605	76,251	80,660	82,348	78,197	78,108
2. Valuations.....	28,349	29,476	28,039	29,654	30,275	28,748	28,716
3. Access to Government Location Information.....	8,892	8,867	7,790	8,239	8,411	7,987	7,978
<b>Total Cost of Services.....</b>	<b>115,319</b>	<b>123,948</b>	<b>112,080</b>	<b>118,553</b>	<b>121,034</b>	<b>114,932</b>	<b>114,802</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**Outcomes and Key Effectiveness Indicators <sup>(a)</sup>**

	2018-19 Actual	2019-20 Budget	2019-20 <sup>1</sup> Actual <sup>(b)</sup>	2020-21 Budget Target	Note
<b>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:</b>					
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 .....	84.96%	80%	81.69%	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 .....	0.1227%	≤1%	0.1083%	≤0.25%	
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 .....	70.72%	95%	99.44%	95%	1
Completion rate of names and addressing jobs delivered within 10 business days .....	88.46%	80%	92.38%	80%	2
Completion rate of property boundary related jobs within the agreed benchmarks .....	94.4%	98.2%	96.3%	96.2%	
<b>Outcome: Independent valuations support Governments' collection of rates and taxes, and management of property assets:</b>					
International standards for accuracy and uniformity of rating and taxing values are met:					
Median Ratio Test:					
Gross Rental Value.....	91.92%	>92.5%	92.17%	>92.5%	
Unimproved Value .....	90.67%	>92.5%	90.91%	>92.5%	
Coefficient of Dispersion:					
Gross Rental Value.....	4.21%	<7%	4.22%	<7%	
Unimproved Value .....	6.92%	<15%	5.68%	<15%	
Adjustments of rating and taxing values as a result of objections and appeals as a percentage of total values in force.....	0.015%	<0.2%	0.019%	<0.2%	
<b>Outcome: Coordinated capture and access to the State's location information:</b>					
Overall satisfaction with the capture of, access to and useability of Government Location Information.....	76%	80%	84%	80%	

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**Explanation of Significant Movements**

(Notes)

1. The completion rate of the annual topographic maintenance plan for the 2019-20 Actual was significantly higher than the 2018-19 Actual as a result of the implementation of a new methodology for job creation and allocation.
2. The completion rate of names and addressing jobs delivered within 10 business days in the 2019-20 Actual was higher than the target as a result of high performance in meeting the target turnaround time.

## 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.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 78,078	\$'000 85,605	\$'000 76,251	\$'000 80,660	
Less Income .....	251,582	95,169	70,843	62,494	1
Net Cost of Service .....	(173,504)	(9,564)	5,408	18,166	
<b>Employees (Full-Time Equivalents) .....</b>	<b>266</b>	<b>264</b>	<b>273</b>	<b>244</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost of maintaining a land information base, certainty of ownership and other interests in land, per Certificate of Title .....	\$53.44	\$57.80	\$51.72	\$54.44	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after the agency Budget Statements were prepared.

### Explanation of Significant Movements

(Notes)

1. The 2018-19 Actual income reflects the effect of the recording of the gain on the sale of Landgate's shareholding in PEXA Ltd and Advara Ltd. The decrease in income from the 2019-20 Budget to the 2019-20 Actual and 2020-21 Budget Target is the result of income reported net of the service fees paid to LSWA under the terms of the Commercialised Services Agreement, which Landgate entered into on 22 October 2019. Landgate collects customer fees and passes on to LSWA its share of the fees at an agreed rate. The income therefore only reflects Landgate's share of customer fees.
2. The way services are delivered has changed and Landgate is maintaining its program of continuous improvement, which will lead to efficiencies and rationalisation of resource requirements.

### 2. Valuations

An impartial valuations service.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 28,349	\$'000 29,476	\$'000 28,039	\$'000 29,654	
Less Income .....	12,684	24,700	27,513	13,220	1
Net Cost of Service .....	15,665	4,776	526	16,434	
<b>Employees (Full-Time Equivalents) .....</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	
<b>Efficiency Indicators</b>					
Average cost per valuation .....	\$19.47	\$13.40	\$13.06	\$21.18	1

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## Explanation of Significant Movements

(Notes)

1. The nature of the Gross Rental Value Metropolitan Triennial Program (Metropolitan Revaluation Program) leads to fluctuations in income and average cost per valuation. The 2019-20 Actual was the third and final year of the triennial program in which all revenue from the Metropolitan Revaluation Program was recognised. This is in compliance with AASB 15: *Revenue from Contracts with Customers*, which had an implementation date of 1 July 2019.

Until 30 June 2019, the methodology was to recognise revenue as work was undertaken during the triennium. AASB 15 requires revenue to be recognised on delivery of a product (a valuation) to customers, resulting in revenue from the triennial program only being recognised in the third and final year of the program. The next triennial program ends in 2022-23.

The 2020-21 Budget Target income is also lower than the 2019-20 Actual as a result of the deferral of the Regional Revaluation program from 2020-21 to 2021-22 as a consequence of COVID-19 restrictions placed on state-wide travel during 2019-20. This resulted in preliminary works, which were to be undertaken in 2019-20, being postponed until 2021-22.

### 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.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 8,892	\$'000 8,867	\$'000 7,790	\$'000 8,239	
Less Income .....	410	nil	352	nil	
Net Cost of Service .....	8,482	8,867	7,438	8,239	
Employees (Full-Time Equivalents) .....	16	16	16	16	
<b>Efficiency Indicators</b>					
Average cost of maintaining and providing access to land and location datasets, per Shared Location Information Platform dataset .....	\$1,860	\$1,673	\$1,545	\$1,471	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## Asset Investment Program

1. Landgate's Asset Investment Program for 2020-21 is \$8.7 million, which will focus on enhancing an asset base to support business needs post partial commercialisation. This includes enhancing and developing systems to improve efficiency and effectiveness and meeting an increasing demand for integrated services and technological change. During 2020-21, the plan focuses on progressing key business initiatives including:
  - 1.1. completing the *Strata Titles Act 1985* reform program by changing core systems needed to implement the new types of strata and community titles created through the reform program;
  - 1.2. modernising the current valuation system, which enables the generation of rating and taxing values in the State as well as the delivery of Government asset valuations for local and State Government;
  - 1.3. upgrading the current financial management system to retain its compliance with legislation and the Treasurer's Instructions, in addition to maintaining a valid vendor support licence;
  - 1.4. implementing various system changes to ensure Landgate is compliant with the legal Australian datum, which is the Geocentric Datum of Australia 2020; and
  - 1.5. the ongoing upgrade and replacement of physical assets based on life cycle and enhanced capabilities offered by new technologies.



	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 <sup>(a)</sup> Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>WORKS IN PROGRESS</b>							
Asset Replacement							
Asset Replacement Project .....	391	241	241	-	-	100	50
Business Premise Ongoing Minor Works .....	4,450	635	635	515	1,300	1,000	1,000
ICT - Asset Replacement Program .....	2,812	810	810	302	500	500	700
Business Improvement							
ICT Asset Management - Server, Operating System and Oracle Database Upgrades.....	1,803	203	203	-	600	500	500
Valuation Services System Reform .....	5,788	279	279	1,100	3,899	510	-
Location Infrastructure							
Geocentric Datum of Australia 2020 .....	2,194	767	767	927	500	-	-
Location Infrastructure Project.....	2,001	27	27	-	800	250	924
Open Data Platform Upgrade .....	1,577	77	77	-	500	500	500
Strata Titles Act 1985 Reform.....	8,422	4,932	4,932	3,490	-	-	-
<b>COMPLETED WORKS</b>							
Business Improvement							
Enterprise Services Reform .....	999	999	999	-	-	-	-
New Land Registry .....	3,930	3,930	3,930	-	-	-	-
<b>NEW WORKS</b>							
Business Improvement							
Business Improvement Project .....	1,451	-	-	-	-	751	700
Customer Relationship Management Redevelopment.....	400	-	-	-	400	-	-
East Perth Disaster Recovery .....	130	-	-	130	-	-	-
Establish Business Intelligence Capability.....	900	-	-	-	300	300	300
Financial Management System .....	2,203	-	-	2,103	100	-	-
Location Infrastructure							
Capture WA Register Upgrade .....	300	-	-	-	300	-	-
Data WA Improvements .....	83	-	-	83	-	-	-
Shared Location Information Platform Upgrade.....	900	-	-	-	300	300	300
SmartPlan Suite Replacement.....	4,800	-	-	-	1,200	1,800	1,800
Products and Services Project .....	500	-	-	-	100	200	200
<b>Total Cost of Asset Investment Program .....</b>	<b>46,034</b>	<b>12,900</b>	<b>12,900</b>	<b>8,650</b>	<b>10,799</b>	<b>6,711</b>	<b>6,974</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			4,396	3,588	6,793	358	-
Drawdowns from the Holding Account .....			3,981	4,740	4,006	6,353	6,974
Funding Included in Department of Treasury Administered Item.....			5,000	-	-	-	-
Internal Funds and Balances.....			(477)	322	-	-	-
<b>Total Funding .....</b>			<b>12,900</b>	<b>8,650</b>	<b>10,799</b>	<b>6,711</b>	<b>6,974</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## Financial Statements

### Landgate Partial Commercialisation

- On 22 October 2019, Landgate entered into a commercialised arrangement with LSWA over a contract term of 40 years. This commercialisation arrangement provides LSWA with the exclusive right to provide digital land registry services to Landgate that includes title document, plan, search, commercial products and ICT services.
- Under the arrangement, LSWA paid an upfront settlement of \$1.41 billion to Landgate with the net proceeds, excluding \$2 million in costs incurred by Landgate transferred to the State Government on the day of receipt.
- This lump sum receipt has been accounted for within Landgate's financial statements as deferred revenue which will be recognised annually over the life of the agreement as a non-cash revenue stream. It is not considered a financial liability.
- Under the terms of the agreement, Landgate will continue to collect customer fees and pass on to LSWA its share of the fees in the form of a transaction-based service fee. The financial statements in the following pages therefore only reflect Landgate's financial performance based on its customer revenue net of LSWA's revenue share.

5. The ICT systems that deliver the commercialised services whilst remaining under the control of Landgate have been reclassified as commercialised assets and any enhancements made by LSWA to these systems will be notionally transferred to Landgate to reflect within its Statement of Financial Position. LSWA will operate and maintain these assets for Landgate for delivery of its services. The value of enhancements to these assets in future have also been reflected in the Statement of Financial Position's forward estimates period as a corresponding deferred revenue, to be recognised as a non-cash revenue stream in line with the amortisation of these commercialised asset enhancements.

## **Income Statement**

### *Expenses*

6. The 2020-21 Budget Estimate Total Cost of Services (expense limit) of \$118.6 million is \$6.5 million higher than the 2019-20 Actual largely due to an underspend in 2019-20 because of COVID-19. The general underspend across the agency included salary savings due to vacant positions not being filled, issues with sourcing ICT equipment, and the disruption created in the property market due to regional travel restrictions, which resulted in the deferral of the 2020-21 Regional Revaluation program that had been expected to commence in 2019-20. The increase in expenditure limit in 2020-21 reflects the work on the delayed ICT initiatives, the delayed recruitment of priority positions and the costs associated with the transition and separation program of work for the partial commercialisation arrangement as the underlying technical preparation has required more time than had been originally anticipated.

### *Income*

7. In 2020-21, it is expected that total Income will be \$23 million lower than the 2019-20 Actual largely as a result of the payment of the service fee to LSWA for a full year operating under the Commercialised Services Agreement (a net revenue to Landgate), and the cyclical nature of the Metropolitan Revaluation Program. The 2020-21 year is the first year of the three-year program with revenue for the entire program only recognised on delivery of the final product (a valuation) in the third year (2019-20) following the implementation of AASB 15 from 1 July 2019.

## **Statement of Financial Position**

8. The equity reflected in the Statement of Financial Position is negative as a result of the full payment of the lump sum proceeds received from the partial commercialisation to Government both as an interim dividend of \$985 million and National Tax Equivalent Regime payment of \$423 million in 2019-20.
9. The significant increase in the negative equity in 2019-20 compared to 2018-19 reflects the cash asset leaving Landgate but the obligation remaining with Landgate for the performance of the partial commercialisation agreement.
10. The negative equity improves across the forward estimates period. As non-cash revenue is recognised over the 40-year life of the partial commercialisation agreement the deferred revenue liability reduces, resulting in an increase in the accumulated surplus/(deficit) offsetting the negative equity.
11. In 2020-21, total assets will reduce by \$37.5 million in comparison to the 2019-20 Actual, largely as a result of the decrease in cash and held to maturity investments as the agency meets its commitment to pay service fees to LSWA, together with the decrease in debtors associated with the Metropolitan Revaluation Program reflecting the third and final year of the triennial program in 2019-20, with cash receipts reflected in 2020-21.
12. In 2020-21, total liabilities decrease by \$35.8 million in comparison to the 2019-20 Actual, resulting from the annual amortisation of the deferred revenue liability reflecting the remaining life of the 40-year partial commercialisation agreement.

## **Statement of Cashflows**

13. The 2020-21 Budget Estimate closing cash balance is higher than the 2019-20 Actual as at 30 June 2021. This is due to the increase in the operating bank account as a result of the maturity of financial investments and transfer to the operating bank account to meet the agency's financial obligations in respect of the payment of LSWA's share of revenue.

**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 <sup>(b)</sup> Actual \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(c)</sup> .....	52,902	59,420	55,222	57,495	54,862	52,920	51,884
Grants and subsidies <sup>(d)</sup> .....	252	124	1,543	124	124	124	124
Supplies and services .....	32,397	36,773	29,220	32,820	36,994	34,686	37,105
Accommodation .....	4,289	3,569	3,904	4,383	4,493	4,581	4,694
Depreciation and amortisation .....	16,745	15,446	16,053	15,891	17,185	15,035	13,055
Finance and interest costs .....	934	753	581	204	22	26	23
Other expenses .....	7,800	7,863	5,557	7,636	7,354	7,560	7,917
<b>TOTAL COST OF SERVICES .....</b>	<b>115,319</b>	<b>123,948</b>	<b>112,080</b>	<b>118,553</b>	<b>121,034</b>	<b>114,932</b>	<b>114,802</b>
<b>Income</b>							
Sale of goods and services <sup>(e)</sup> .....	98,102	116,266	71,017	36,075	47,249	53,031	37,974
Other revenue <sup>(f)</sup> .....	166,574	3,603	27,691	39,639	39,415	39,848	40,237
<b>Total Income .....</b>	<b>264,676</b>	<b>119,869</b>	<b>98,708</b>	<b>75,714</b>	<b>86,664</b>	<b>92,879</b>	<b>78,211</b>
<b>NET COST OF SERVICES .....</b>	<b>(149,357)</b>	<b>4,079</b>	<b>13,372</b>	<b>42,839</b>	<b>34,370</b>	<b>22,053</b>	<b>36,591</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	35,629	33,744	34,248	32,815	36,005	52,653	44,227
Resources received free of charge .....	383	460	231	480	500	520	540
<b>TOTAL INCOME FROM STATE GOVERNMENT .....</b>	<b>36,012</b>	<b>34,204</b>	<b>34,479</b>	<b>33,295</b>	<b>36,505</b>	<b>53,173</b>	<b>44,767</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>185,369</b>	<b>30,125</b>	<b>21,107</b>	<b>(9,544)</b>	<b>2,135</b>	<b>31,120</b>	<b>8,176</b>
Income tax benefit/(expense) <sup>(g)</sup> .....	(55,922)	(8,299)	(6,873)	2,852	(641)	(9,336)	(2,453)
<b>CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER INCOME TAX EQUIVALENTS .....</b>	<b>129,447</b>	<b>21,826</b>	<b>14,234</b>	<b>(6,692)</b>	<b>1,494</b>	<b>21,784</b>	<b>5,723</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 470, 477 and 448 respectively.

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

(e) The sale of goods and services is net of the service fee paid to LSWA under the terms of the Commercialised Services Agreement.

(f) The other revenue reflected in the 2018-19 Actual includes the gain on sale of Landgate's shareholding in PEXA Ltd and Advava Ltd. From 2019-20, other revenue includes the annual amortisation of the deferred revenue liability reflecting the receipt of the lump sum proceeds from the Landgate Partial Commercialisation.

(g) The income tax expense in the 2018-19 Actual includes the tax on the sale of Landgate's shareholding in PEXA Ltd and Advava Ltd.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Continuously Operating Reference Stations (CORS) Sites Transfer to Geoscience Australia (Commonwealth) <sup>(b)</sup> .....	-	-	1,129	-	-	-	-
Land Surveyors Licensing Board <sup>(c)</sup> .....	24	24	24	24	24	24	24
Other Grants and Subsidies <sup>(d)</sup> .....	228	100	390	100	100	100	100
<b>TOTAL .....</b>	<b>252</b>	<b>124</b>	<b>1,543</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) This amount represents a grant of assets expense as a consequence of CORS sites being transferred to Geoscience Australia (Commonwealth) during 2019-20.

(c) 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.

(d) Other grants and subsidies includes SPURonWA grants which are grants to support Western Australian businesses, start-ups and individuals who are developing innovative location-data based ideas/products/services.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 <sup>(b)</sup> Actual \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	11,214	11,180	10,879	16,898	17,197	6,693	3,887
Restricted cash.....	232	7	292	292	292	292	292
Holding account receivables.....	3,981	5,160	4,740	4,006	6,353	6,974	6,741
Receivables.....	9,366	21,736	25,148	13,766	14,638	30,075	13,261
Other.....	44,977	17,270	61,985	28,565	4,991	5,059	5,128
<b>Total current assets.....</b>	<b>69,770</b>	<b>55,353</b>	<b>103,044</b>	<b>63,527</b>	<b>43,471</b>	<b>49,093</b>	<b>29,309</b>
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	29,792	30,232	30,652	31,491	29,854	26,606	22,867
Property, plant and equipment.....	52,945	53,116	50,599	48,931	48,597	47,999	52,964
Intangibles.....	42,550	55,598	42,433	42,234	40,944	37,464	38,274
Restricted cash.....	640	878	870	1,069	1,258	1,441	1,620
Other <sup>(c)</sup> .....	41,784	52,952	422,978	425,830	425,189	415,853	413,400
<b>Total non-current assets.....</b>	<b>167,711</b>	<b>192,776</b>	<b>547,532</b>	<b>549,555</b>	<b>545,842</b>	<b>529,363</b>	<b>529,125</b>
<b>TOTAL ASSETS.....</b>	<b>237,481</b>	<b>248,129</b>	<b>650,576</b>	<b>613,082</b>	<b>589,313</b>	<b>578,456</b>	<b>558,434</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	10,570	9,650	12,484	12,075	11,726	11,389	11,051
Payables.....	1,587	6,792	1,046	1,146	1,260	1,377	1,497
Leases.....	-	3,953	3,517	109	109	109	109
Other <sup>(d)</sup> .....	10,303	3,814	45,013	45,011	45,008	45,005	45,006
<b>Total current liabilities.....</b>	<b>22,460</b>	<b>24,209</b>	<b>62,060</b>	<b>58,341</b>	<b>58,103</b>	<b>57,880</b>	<b>57,663</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	2,639	2,629	2,959	2,959	2,959	2,959	2,959
Leases.....	3,409	3,055	111	176	203	214	151
Other <sup>(d)</sup> .....	-	-	1,351,473	1,319,331	1,286,003	1,251,632	1,224,471
<b>Total non-current liabilities.....</b>	<b>6,048</b>	<b>5,684</b>	<b>1,354,543</b>	<b>1,322,466</b>	<b>1,289,165</b>	<b>1,254,805</b>	<b>1,227,581</b>
<b>TOTAL LIABILITIES.....</b>	<b>28,508</b>	<b>29,893</b>	<b>1,416,603</b>	<b>1,380,807</b>	<b>1,347,268</b>	<b>1,312,685</b>	<b>1,285,244</b>
<b>EQUITY</b>							
Contributed equity <sup>(e)</sup> .....	(76,258)	(75,240)	(1,062,489)	(1,058,901)	(1,052,108)	(1,051,750)	(1,051,750)
Accumulated surplus/(deficit).....	261,705	272,646	272,611	265,919	267,413	289,197	294,920
Reserves.....	23,526	20,830	23,851	25,257	26,740	28,324	30,020
<b>Total equity.....</b>	<b>208,973</b>	<b>218,236</b>	<b>(766,027)</b>	<b>(767,725)</b>	<b>(757,955)</b>	<b>(734,229)</b>	<b>(726,810)</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>237,481</b>	<b>248,129</b>	<b>650,576</b>	<b>613,082</b>	<b>589,313</b>	<b>578,456</b>	<b>558,434</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The increase in the 2019-20 other non-current assets reflects the NTER payment on the \$1.41 billion lump sum proceeds received in consideration of the Landgate Partial Commercialisation arrangement.

(d) The increase in other current liabilities and other non-current liabilities in 2019-20 reflects the recognition of a deferred revenue liability on the \$1.41 billion lump sum proceeds received in consideration of the Landgate Partial Commercialisation arrangement. This deferred revenue will be recognised over the 40-year life of the agreement as a non-cash revenue stream.

(e) The negative contributed equity reflects the payment of the after tax proceeds, received in consideration of the Landgate Partial Commercialisation, to Government via the payment of a dividend from equity.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 <sup>(b)</sup> Actual \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	30,150	28,144	28,648	27,970	31,289	48,927	41,225
Capital appropriation.....	-	-	4,396	3,588	6,793	358	-
Administered equity contribution.....	-	7,490	5,000	-	-	-	-
Holding account drawdowns.....	830	3,981	3,981	4,740	4,006	6,353	6,974
Tax equivalent regime <sup>(c)</sup> .....	(55,637)	(7,981)	(424,471)	-	-	-	-
Dividend to Government <sup>(c)</sup> .....	(144,596)	(6,472)	(995,605)	-	-	-	-
<b>Net cash provided by State Government .....</b>	<b>(169,253)</b>	<b>25,162</b>	<b>(1,378,051)</b>	<b>36,298</b>	<b>42,088</b>	<b>55,638</b>	<b>48,199</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(52,820)	(59,664)	(52,966)	(57,906)	(55,214)	(53,259)	(52,221)
Grants and subsidies .....	(252)	(124)	(413)	(124)	(124)	(124)	(124)
Supplies and services .....	(32,089)	(36,084)	(28,768)	(32,152)	(36,822)	(34,513)	(36,930)
Accommodation .....	(4,275)	(4,212)	(4,309)	(4,885)	(4,493)	(4,581)	(4,694)
GST payments <sup>(d)</sup> .....	(5,850)	(7,717)	(150,173)	(6,046)	(6,971)	(6,218)	(7,000)
Finance and interest costs .....	(941)	(753)	(683)	(204)	(22)	(26)	(23)
Other payments .....	(7,856)	(7,403)	(5,286)	(7,280)	(6,978)	(7,164)	(7,501)
<b>Receipts</b>							
Sale of goods and services <sup>(e)</sup> .....	99,330	113,820	58,364	47,457	46,377	37,594	54,788
GST receipts <sup>(d)</sup> .....	5,885	7,717	149,571	6,046	6,971	6,218	7,000
Other receipts .....	3,901	3,603	4,595	3,747	2,987	2,977	3,009
<b>Net cash from operating activities .....</b>	<b>5,033</b>	<b>9,183</b>	<b>(30,068)</b>	<b>(51,347)</b>	<b>(54,289)</b>	<b>(59,096)</b>	<b>(43,696)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(11,876)	(20,759)	(12,900)	(8,650)	(10,799)	(6,711)	(6,974)
Other payments .....	(53,151)	(12,000)	(28,400)	-	-	-	-
Proceeds from sale of non-current assets <sup>(f)</sup> .....	4	-	1,410,011	-	-	-	-
Other receipts <sup>(g)</sup> .....	235,379	2,000	44,139	33,478	23,640	-	-
<b>Net cash from investing activities .....</b>	<b>170,356</b>	<b>(30,759)</b>	<b>1,412,850</b>	<b>24,828</b>	<b>12,841</b>	<b>(6,711)</b>	<b>(6,974)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of leases .....	(4,057)	(4,833)	(4,776)	(3,561)	(152)	(152)	(156)
<b>Net cash from financing activities .....</b>	<b>(4,057)</b>	<b>(4,833)</b>	<b>(4,776)</b>	<b>(3,561)</b>	<b>(152)</b>	<b>(152)</b>	<b>(156)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>2,079</b>	<b>(1,247)</b>	<b>(45)</b>	<b>6,218</b>	<b>488</b>	<b>(10,321)</b>	<b>(2,627)</b>
Cash assets at the beginning of the reporting period .....	10,007	13,312	12,086	12,041	18,259	18,747	8,426
<b>Cash assets at the end of the reporting period .....</b>	<b>12,086</b>	<b>12,065</b>	<b>12,041</b>	<b>18,259</b>	<b>18,747</b>	<b>8,426</b>	<b>5,799</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The income tax equivalent and dividend payments in the 2018-19 Actual include the payment of 100% of the proceeds from the sale of Landgate's shareholding in PEXA Ltd to Government. In the 2019-20 Actual, the payment of the \$1.41 billion lump sum proceeds to Government, net of transaction costs incurred by the agency, relates to the Landgate Partial Commercialisation.

(d) GST payments and GST receipts in the 2019-20 Actual reflect the receipt of the GST on the \$1.41 billion proceeds from the Landgate Partial Commercialisation transaction and the payment of this GST to Government.

(e) The sale of goods and services is net of the service fee paid to LSWA under the terms of the Commercialised Services Agreement.

(f) Proceeds from the sale of non-current assets in the 2019-20 Actual reflects the payment of the \$1.41 billion lump sum proceeds, net of transaction costs incurred by the agency, received in consideration of the Landgate Partial Commercialisation to Government. The balance reflects the proceeds from sale of minor assets.

(g) Other receipts in the 2018-19 Actual include the proceeds from the sale of Landgate's shareholding in PEXA Ltd and Advava Ltd.

# DevelopmentWA

## Part 11 Planning and Land Use

### Asset Investment Program

1. The planned Asset Investment Program (AIP) for 2020-21 of \$324.6 million incorporates expenditure across a combination of development land releases and delivering infrastructure requirements. These include WA Recovery Plan stimulus initiatives, strategic site acquisitions, construction works and securing key approvals and design outcomes. The 2020-21 AIP will enable future land releases to meet the needs of Western Australian communities. The expenditure includes:
  - 1.1. \$52.7 million to be invested through the Industrial Lands Authority (ILA), providing land and infrastructure for industries throughout the State. The ILA portfolio is forecast to deliver more than 4,500 jobs during construction and around 10,000 jobs once businesses are fully established. This equates to \$3.3 billion in annual economic output to the State once these areas are fully developed and operational. Significant projects within this program include Peel Business Park Nambeelup, Western Trade Coast (comprising Kwinana Industrial Area, Australian Marine Complex, Latitude 32 Industry Zone and Rockingham Industry Zone), Meridian Park Neerabup, Crossroads Industrial Estate and the Forrestdale Business Park, Shotts Strategic Industrial Area (SIA), Kemerton SIA and Broome Road, Broome;
  - 1.2. \$220.7 million to be invested in the Metropolitan program to provide land for commercial and residential investment in centres of activity, urban renewal and infill projects throughout Perth. Significant projects in this program include Ocean Reef Marina (8,600 construction jobs and on completion will inject \$3 billion into the State's economy), Subi East Precinct (2,700 construction jobs, 660 ongoing jobs and \$1 billion in private sector investment), East Perth Power Station (1,900 construction jobs and a further 1,300 jobs when the precinct is fully operational), Alkimos Central, Cockburn Central West, Perth City Link, Cockburn Coast Redevelopment and the ongoing redevelopment at the former Shenton Park Health Campus. DevelopmentWA will also provide urban design and land use planning support for the roll-out of METRONET; and
  - 1.3. \$17.6 million to be invested through the Regional program to renew and revitalise cities and towns, with coordinated releases of land supporting residential, industrial, commercial and tourism development. Significant projects include the redevelopment of the Bunbury Waterfront, Geraldton Batavia Marina, Moonamang Road in Kununurra and Albany Middleton Beach. There is also targeted investment in a number of communities through the Regional Development Assistance Program to meet the land needs of local economies, encourage growth and attract private investment.
2. Over the forward estimates period, key Government commitments will be delivered, including \$29 million for the Peel Business Park, \$167.7 million for delivery of the Ocean Reef Marina, and \$20 million for the creation of the Neerabup Automation and Robotics Precinct (northern suburbs technology park). Due to a change in governance arrangements, the delivery of the Port Hedland Spoilbank Marina has been transferred to the Pilbara Ports Authority.

### WA Recovery Plan

3. \$33.5 million will be invested in 2020-21 through approved WA Recovery Plan initiatives. This includes a superyacht fabrication facility at the Australian Marine Complex, upgrades at Bentley Technology Park, roads and drainage works at East Keralup in Peel to facilitate access for new users as part of Transform Peel, development of the Neerabup Automation and Robotics Precinct, creation of the new Kemerton general industrial area and assisting the Nyamba Buru Yawuru in Broome with the delivery of two land development projects. The East Perth redevelopment project will upgrade infrastructure and improve connectivity to the East Perth Power Station site.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 (a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>WORKS IN PROGRESS</b>							
Industrial Lands Authority Program							
Election Commitment - Peel Business Park,							
Nambeelup.....	44,080	15,077	8,258	12,683	7,316	9,004	-
Forrestdale Business Park.....	41,030	7,500	3,024	14,500	5,000	6,650	7,380
Industry and Infrastructure Acquisition and Development.....	1,157,486	1,094,396	58,463	25,557	15,977	6,039	15,517
Metropolitan Program							
East Perth Power Station.....	29,949	1,677	1,677	18,319	9,103	850	-
Election Commitment - Ocean Reef Marina .....	177,170	9,516	5,000	41,224	70,868	36,287	19,275
Metropolitan Land Acquisition and Development.....	2,350,585	2,085,887	62,877	126,678	74,277	49,447	41,132
Subi East Precinct .....	122,339	21,985	21,985	34,492	31,104	20,877	13,881
Regional Program - Regional Land Acquisition and Development.....							
	1,628,624	1,587,096	5,204	17,637	18,306	3,687	1,898
<b>NEW WORKS</b>							
<b>COVID-19 WA Recovery Plan</b>							
Australian Marine Complex .....	30,000	-	-	15,000	14,500	500	-
Bentley Technology Park.....	7,500	-	-	975	4,125	1,200	1,200
East Keralup Economic Activation.....	8,654	-	-	3,500	5,154	-	-
East Perth Redevelopment.....	20,000	-	-	250	2,750	7,000	10,000
Hamilton Senior High School Redevelopment.....	2,150	-	-	1,800	350	-	-
Kemerton General Industrial Area .....	7,500	-	-	2,000	5,500	-	-
Neerabup Automation and Robotics Park .....	20,000	-	-	4,000	11,500	3,500	1,000
Nyamba Buru Yawuru							
Health and Wellbeing Campus .....	7,000	-	-	3,000	4,000	-	-
Retail Big Box .....	7,000	-	-	3,000	4,000	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>5,661,067</b>	<b>4,796,134</b>	<b>166,488</b>	<b>324,615</b>	<b>283,830</b>	<b>145,041</b>	<b>111,283</b>
<b>FUNDED BY</b>							
Borrowings .....			101,495	208,368	120,070	54,543	35,485
Drawdowns from Royalties for Regions Fund .....			32,253	12,243	18,638	30,683	-
Funding included in Department of Treasury							
Administered Item.....			-	34,800	50,653	-	-
Internal Funds and Balances.....			(8,840)	(2,338)	111	353	15,679
Other .....			41,580	71,542	94,358	59,462	60,119
<b>Total Funding.....</b>			<b>166,488</b>	<b>324,615</b>	<b>283,830</b>	<b>145,041</b>	<b>111,283</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan projects included in the AIP, DevelopmentWA will spend \$1.1 million in 2020-21 to extend the Middleton Beach foreshore works to improve accessibility and amenity at the site.
2. An amount of \$2.8 million was provided in 2019-20 and 2020-21 for the waiver of rental payments for small business and not-for-profit groups in Government-owned buildings.
3. An operating subsidy totalling \$116.4 million was provided to DevelopmentWA in 2020-21 to incentivise land activation in regional areas which involves repricing land, offering rebates and other incentives to temporarily lower the entry hurdles for new land developments and support jobs and businesses in the construction sector.
4. DevelopmentWA will also undertake a number of WA Recovery Plan initiatives in consultation with the Department of Jobs, Tourism, Science and Innovation, including further upgrades at the Australian Marine Complex, the construction of an access road at the Boodarie Strategic Industrial Area, upgrades to Moonamang Road and the creation of the Clean WA Eco-Concrete Processing Plant in Collie.
5. DevelopmentWA will spend \$5 million to provide access to industrial land for companies taking up opportunities in Western Australia resulting from the Council of Australian Governments' waste export ban.



# Division 47 **Heritage Council of Western Australia**

## Part 11 **Planning and Land Use**

### **Appropriations, Expenses and Cash Assets**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>DELIVERY OF SERVICES</b>							
Item 89 Net amount appropriated to deliver services.....	1,390	1,390	1,390	<b>1,377</b>	1,377	1,390	1,404
Total appropriations provided to deliver services .....	1,390	1,390	1,390	<b>1,377</b>	1,377	1,390	1,404
<b>TOTAL APPROPRIATIONS .....</b>	<b>1,390</b>	<b>1,390</b>	<b>1,390</b>	<b>1,377</b>	<b>1,377</b>	<b>1,390</b>	<b>1,404</b>
<b>EXPENSES</b>							
Total Cost of Services .....	1,391	2,970	1,407	<b>1,917</b>	2,137	1,390	1,404
Net Cost of Services <sup>(b)</sup> .....	(563)	(1,110)	1,244	<b>1,917</b>	2,137	1,390	1,404
<b>CASH ASSETS <sup>(c)</sup> .....</b>	<b>8,361</b>	<b>9,609</b>	<b>7,753</b>	<b>7,213</b>	<b>6,453</b>	<b>6,453</b>	<b>6,453</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(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 Council's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>COVID-19 WA Recovery Plan</b>					
Conservation Works - Parry Street Precinct.....	-	540	760	-	-
<b>Other</b>					
Revision to Indexation for Non-Salary Expenses .....	-	-	-	-	14

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## Significant Issues Impacting the Agency

### *Heritage Act 2018*

1. The Council and the Department of Planning, Lands and Heritage (the Department) continue to manage the transition and implementation of the *Heritage Act 2018* and the *Heritage Regulations 2019*. The Act provides better protections for important heritage places, streamlines processes and provides greater certainty for owners wishing to develop heritage places.

### **Heritage Grants Program**

2. The Government is committed to protecting and enhancing the State's historic heritage assets and recognises the economic, social and environmental value of these assets. The Council, through the Department, supports the sustainability of heritage places through the allocation of more than \$1.2 million towards the Heritage Grants Program. The program strategically invests in our suburbs and regional areas to promote informed conservation while creating jobs in trades and heritage professions.

### **WA Recovery Plan**

3. The Government has an ownership interest in more than one-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 management of the Heritage Works program remains a key priority for the Council as new projects to revitalise vacant Government-owned assets, including planned conservation works at the Parry Street Precinct, form part of the Government's WA Recovery Plan.

## 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	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Cultural Heritage Conservation Services .....	1,391	2,970	1,407	1,917	2,137	1,390	1,404
<b>Total Cost of Services.....</b>	<b>1,391</b>	<b>2,970</b>	<b>1,407</b>	<b>1,917</b>	<b>2,137</b>	<b>1,390</b>	<b>1,404</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

### Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(b)</sup>	2020-21 Budget Target	Note
<b>Outcome: Conservation of cultural heritage places in Western Australia, for the benefit of present and future generations: <sup>(c)</sup></b>					
Extent to which development approvals issued for registered places are consistent with the Council's advice to decision-making authorities .....	99%	100%	99%	100%	
Percentage of additional private investment generated from grant-assisted conservation projects .....	169%	170%	48%	100%	1

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The Council has adopted new key effectiveness indicators for the 2020-21 Budget. For indicators where prior year data was available, unaudited 2018-19 Actuals have been provided for comparative purposes.

**Explanation of Significant Movements**

(Notes)

1. In 2019-20, the Minister for Heritage and the Council approved the award of all funds from the 2019-20 Heritage Grants Program to the Department for conservation works at Fremantle Prison. Delays in progressing the conservation works partly due to COVID-19 restrictions have resulted in underspends against the project, reducing the level of planned investment generated in 2019-20.

**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.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 1,391	\$'000 2,970	\$'000 1,407	\$'000 1,917	1
Less Income .....	1,954	4,080	163	nil	2
Net Cost of Service .....	(563)	(1,110)	1,244	1,917	
<b>Efficiency Indicators</b>					
Average number of days to make preliminary determinations .....	n/a	n/a	34	60	3

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**Explanation of Significant Movements**

(Notes)

1. The decrease in Total Cost of Service between the 2019-20 Budget and 2019-20 Actual is due to the Heritage Works program, which has encountered various delays and feasibility issues during the year resulting in no expenditure being incurred in 2019-20.

The increase in Total Cost of Service between the 2019-20 Actual and 2020-21 Budget Target is largely attributable to the planned conservation works at the Parry Street Precinct as part of the WA Recovery Plan.

2. Consistent with the movement in the Total Cost of Service, the increase in Income between the 2018-19 Actual and 2019-20 Budget is due to budgeted revenues expected from the Heritage Works program. Given the feasibility issues and delays encountered, the revenue did not eventuate in 2019-20.
3. This is a new key efficiency indicator which was introduced to align with the new heritage legislation that came into effect on 1 July 2019. As such, comparative data provided in the 2019-20 Actual has not been audited and is not provided in the Council's Annual Report.

## Financial Statements

### Income Statement

#### *Expenses*

1. The 2019-20 Actual Total Cost of Services was \$1.6 million lower than the 2019-20 Budget due to various Heritage Works projects not proceeding. The increases in Total Cost of Services between the 2019-20 Actual and the 2020-21 Budget Estimate through to the 2021-22 Forward Estimate is largely attributable to the planned conservation works at the Parry Street Precinct of \$1.3 million.

#### *Income*

2. Consistent with the variance in the Total Cost of Services for 2019-20, the 2019-20 Actual income was \$3.9 million lower than the 2019-20 Budget largely due to projects of the Heritage Works program not proceeding.

### Statement of Financial Position

3. The 2019-20 Actual for restricted cash was \$2.3 million lower than the 2019-20 Budget. This is attributed to receipts from the Heritage Works program not being realised as projects did not proceed.
4. The reduction in restricted cash balances across the 2020-21 Budget and the 2021-22 Forward Estimate is due to the use of these cash balances to undertake the planned conservation works at the Parry Street Precinct.

### Statement of Cashflows

5. The 2019-20 Actual payments were \$1.4 million lower than the 2019-20 Budget, which can be attributed to projects of the Heritage Works program not materialising.
6. The 2019-20 Actual receipts were \$3.9 million lower than the 2019-20 Budget as a result of projects of the Heritage Works program not proceeding.

**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(b)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits .....	11	46	15	32	32	32	32
Grants and subsidies <sup>(c)</sup> .....	1,221	1,221	1,221	1,221	1,221	1,221	1,221
Supplies and services .....	138	1,685	154	496	715	102	102
Other expenses .....	21	18	17	168	169	35	49
<b>TOTAL COST OF SERVICES .....</b>	<b>1,391</b>	<b>2,970</b>	<b>1,407</b>	<b>1,917</b>	<b>2,137</b>	<b>1,390</b>	<b>1,404</b>
<b>Income</b>							
Grants and subsidies .....	-	4,080	-	-	-	-	-
Other revenue .....	1,954	-	163	-	-	-	-
<b>Total Income .....</b>	<b>1,954</b>	<b>4,080</b>	<b>163</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET COST OF SERVICES .....</b>	<b>(563)</b>	<b>(1,110)</b>	<b>1,244</b>	<b>1,917</b>	<b>2,137</b>	<b>1,390</b>	<b>1,404</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	1,390	1,390	1,390	1,377	1,377	1,390	1,404
<b>TOTAL INCOME FROM STATE GOVERNMENT .....</b>	<b>1,390</b>	<b>1,390</b>	<b>1,390</b>	<b>1,377</b>	<b>1,377</b>	<b>1,390</b>	<b>1,404</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>1,953</b>	<b>2,500</b>	<b>146</b>	<b>(540)</b>	<b>(760)</b>	<b>-</b>	<b>-</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Heritage Grants Program .....	1,221	1,221	1,221	1,221	1,221	1,221	1,221
<b>TOTAL .....</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(b)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	791	463	951	951	951	951	951
Restricted cash.....	7,570	9,146	6,802	6,262	5,502	5,502	5,502
Receivables.....	21	31	1	1	1	1	1
Total current assets.....	8,382	9,640	7,754	7,214	6,454	6,454	6,454
<b>TOTAL ASSETS</b> .....	8,382	9,640	7,754	7,214	6,454	6,454	6,454
<b>CURRENT LIABILITIES</b>							
Payables.....	1,019	1,277	249	249	249	249	249
Other.....	4	102	-	-	-	-	-
Total current liabilities.....	1,023	1,379	249	249	249	249	249
<b>TOTAL LIABILITIES</b> .....	1,023	1,379	249	249	249	249	249
<b>EQUITY</b>							
Contributed equity.....	(5,282)	(5,284)	(5,282)	(5,282)	(5,282)	(5,282)	(5,282)
Accumulated surplus/(deficit).....	12,641	13,545	12,787	12,247	11,487	11,487	11,487
<b>Total equity</b> .....	7,359	8,261	7,505	6,965	6,205	6,205	6,205
<b>TOTAL LIABILITIES AND EQUITY</b> .....	8,382	9,640	7,754	7,214	6,454	6,454	6,454

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

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

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual (b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	1,390	1,390	1,390	1,377	1,377	1,390	1,404
<b>Net cash provided by State Government .....</b>	<b>1,390</b>	<b>1,390</b>	<b>1,390</b>	<b>1,377</b>	<b>1,377</b>	<b>1,390</b>	<b>1,404</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(11)	(46)	(16)	(32)	(32)	(32)	(32)
Grants and subsidies .....	(1,432)	(1,221)	(1,826)	(1,221)	(1,221)	(1,221)	(1,221)
Supplies and services .....	(137)	(1,685)	(158)	(496)	(715)	(102)	(102)
GST payments .....	(131)	-	(174)	-	-	-	-
Other payments .....	(19)	(18)	(18)	(168)	(169)	(35)	(49)
<b>Receipts</b>							
Grants and subsidies .....	-	4,080	-	-	-	-	-
GST receipts .....	141	-	194	-	-	-	-
<b>Net cash from operating activities .....</b>	<b>(1,589)</b>	<b>1,110</b>	<b>(1,998)</b>	<b>(1,917)</b>	<b>(2,137)</b>	<b>(1,390)</b>	<b>(1,404)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Proceeds from sale of non-current assets .....	2,711	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>2,711</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>2,512</b>	<b>2,500</b>	<b>(608)</b>	<b>(540)</b>	<b>(760)</b>	<b>-</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	5,849	7,109	8,361	7,753	7,213	6,453	6,453
<b>Cash assets at the end of the reporting period .....</b>	<b>8,361</b>	<b>9,609</b>	<b>7,753</b>	<b>7,213</b>	<b>6,453</b>	<b>6,453</b>	<b>6,453</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.



## Division 48 **National Trust of Australia (WA)**

### Part 11 **Planning and Land Use**

#### **Appropriations, Expenses and Cash Assets**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>DELIVERY OF SERVICES</b>							
<b>Item 90 Net amount appropriated to deliver services</b> .....	3,146	3,145	3,404	<b>3,457</b>	3,158	3,185	3,218
Total appropriations provided to deliver services .....	3,146	3,145	3,404	<b>3,457</b>	3,158	3,185	3,218
<b>CAPITAL</b>							
<b>Item 149 Capital Appropriation</b> .....	435	435	435	<b>435</b>	435	435	435
<b>TOTAL APPROPRIATIONS</b> .....	<b>3,581</b>	<b>3,580</b>	<b>3,839</b>	<b>3,892</b>	<b>3,593</b>	<b>3,620</b>	<b>3,653</b>
<b>EXPENSES</b>							
Total Cost of Services .....	7,645	8,085	6,307	<b>7,897</b>	7,830	7,875	7,933
Net Cost of Services <sup>(b)</sup> .....	2,437	2,637	2,491	<b>2,345</b>	3,201	3,228	3,261
<b>CASH ASSETS</b> <sup>(c)</sup> .....	4,973	5,640	4,231	<b>4,231</b>	4,031	3,831	3,631

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(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 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Revision to Indexation for Non-Salary Expenses .....	-	-	-	-	16
Streamlined Budget Process Incentive Funding .....	-	25	-	-	-

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## Significant Issues Impacting the Agency

1. The Trust will maintain its focus on the conservation, interpretation and adaptive re-use of heritage places. The Trust has a number of places that are maintained and conserved which are not activated. The management of the conservation works program will remain a priority to revitalise and activate these properties to enable better outcomes for the Government.
2. The Trust will continue to work on enhancing the value, awareness and public participation in heritage through increased focus on community services and engagement, delivered through formal and non-formal schools, public education programs and events.
3. The increased focus on community services and engagement will see the Trust place greater emphasis on providing additional events and other community engagement activities.
4. The Trust will continue to promote public investment in heritage through its community-based public tax-deductible appeals and its natural heritage conservation and stewardship programs.
5. The Trust will continue to enhance its volunteer programs to assist with the activation of Trust places.

## 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.	<ol style="list-style-type: none"> <li>1. Conservation and Management of Built Heritage</li> <li>2. Heritage Services to the Community</li> </ol>

### Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(a)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Conservation and Management of Built Heritage .....	3,710	3,986	3,829	3,938	3,954	3,977	4,014
2. Heritage Services to the Community .....	3,935	4,099	2,478	3,959	3,876	3,898	3,919
<b>Total Cost of Services.....</b>	<b>7,645</b>	<b>8,085</b>	<b>6,307</b>	<b>7,897</b>	<b>7,830</b>	<b>7,875</b>	<b>7,933</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**Outcomes and Key Effectiveness Indicators <sup>(a)</sup>**

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(b)</sup>	2020-21 Budget Target	Note
<b>Outcome: Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future:</b>					
Percentage of planned conservation performed to enable community access to Trust places .....	1.6%	1.8%	2%	2%	1
Number of people accessing, engaging, attending Trust places and receiving heritage services .....	33,299	33,148	18,659	19,336	2

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**Explanation of Significant Movements**

(Notes)

1. The increase in the 2019-20 Actual percentage of planned conservation performed compared to the 2019-20 Budget percentage reflects a greater amount of conservation work being carried out than forecast. The amount of conservation work carried out is dependent on the amount of funding the Trust can source during each year through additional grant applications.
2. The decrease in the 2019-20 Actual number of people accessing, engaging and attending Trust places compared to the 2019-20 Budget number is due to the closure of our places because of the COVID-19 pandemic in the latter half of the year which resulted in no visitations, events and education programs.

**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 and community heritage properties and places, including the operation of a major public appeals program with a key focus on conservation works.

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 3,710	\$'000 3,986	\$'000 3,829	\$'000 3,938	
Less Income .....	2,802	2,778	2,680	2,756	
Net Cost of Service .....	908	1,208	1,149	1,182	
<b>Employees (Full-Time Equivalents) .....</b>	<b>13</b>	<b>15</b>	<b>13</b>	<b>13</b>	
<b>Efficiency Indicators</b>					
Average operating cost per place managed .....	\$35,790	\$37,962	\$36,467	\$37,505	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

## 2. Heritage Services to the Community

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual <sup>(a)</sup>	2020-21 Budget Target	Note
Total Cost of Service .....	\$'000 3,935	\$'000 4,099	\$'000 2,478	\$'000 3,959	1
Less Income .....	2,406	2,670	1,136	2,796	2
Net Cost of Service .....	1,529	1,429	1,342	1,163	
<b>Employees (Full-Time Equivalents) .....</b>	<b>15</b>	<b>14</b>	<b>15</b>	<b>15</b>	
<b>Efficiency Indicators</b>					
Average operating cost per person accessing, engaging, attending Trust places and heritage services provided.....	\$117	\$124	\$133	\$205	3

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

### Explanation of Significant Movements

(Notes)

1. The decrease in the 2019-20 Actual Total Cost of Service compared to the 2019-20 Budget is due to the impact of the new accounting standards (AASB 1058: *Income of Not-For-Profit Entities* and AASB 15: *Revenue from Contracts with Customers*). This resulted in reassessing the way the Trust accounts for its appeal and foundations income and expenditure compared to the previous AASB 1004: *Contributions*.
2. The decrease in the 2019-20 Actual Income compared to the 2019-20 Budget is due to the impact of the new accounting standards (AASB 1058 and AASB 15). This resulted in reassessing the way the Trust accounts for its appeal and foundations income and expenditure compared to the previous AASB 1004.
3. The increase in the Average Operating Cost per Person Accessing, Engaging, Attending Trust Places and Heritage Services Provided compared to the 2019-20 Actual is due to reduced visitations as a result of the closure of our places because of the COVID-19 pandemic.

## Asset Investment Program

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 <sup>(a)</sup> Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>WORKS IN PROGRESS</b>							
Property Restoration <sup>(b)</sup>							
Collie Roundhouse Restoration .....	999	142	142	627	-	-	-
Lotterywest Conservation Project .....	1,974	1,160	298	528	-	-	-
<b>COMPLETED WORKS</b>							
Asset Replacement - 2019-20 Program .....	50	50	50	-	-	-	-
Property Restoration - 2019-20 Program .....	650	650	650	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement							
2020-21 Program .....	50	-	-	50	-	-	-
2021-22 Program .....	50	-	-	-	50	-	-
2022-23 Program .....	50	-	-	-	-	50	-
2023-24 Program .....	50	-	-	-	-	-	50
Property Restoration							
2020-21 Program .....	650	-	-	650	-	-	-
2021-22 Program .....	650	-	-	-	650	-	-
2022-23 Program .....	650	-	-	-	-	650	-
2023-24 Program .....	650	-	-	-	-	-	650
<b>Total Cost of Asset Investment Program .....</b>	<b>6,473</b>	<b>2,288</b>	<b>1,140</b>	<b>1,855</b>	<b>700</b>	<b>700</b>	<b>700</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			435	435	435	435	435
Drawdowns from the Holding Account .....			265	265	265	265	265
Internal Funds and Balances .....			440	1,155	-	-	-
<b>Total Funding .....</b>			<b>1,140</b>	<b>1,855</b>	<b>700</b>	<b>700</b>	<b>700</b>

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) Total project expenditure is less than the Estimated Total Cost due to an underspend in 2019-20 which will be subject to a carryover request as part of the 2020-21 Mid-year Review.

## Financial Statements

### Income Statement

#### Expenses

1. The decrease in the 2019-20 Actual supplies and services compared to the 2019-20 Budget amount is due to the impact of the new accounting standards (AASB 1058 and AASB 15). This resulted in reassessing the way the Trust accounts for its appeal and foundations income and expenditure compared to the previous AASB 1004.

#### Income

2. The increase in the 2019-20 Actual grants and subsidies compared to the 2019-20 Budget amount primarily relates to Lotterywest grants received for heritage service projects and activities.
3. The decrease in the 2019-20 Actual other revenue compared to the 2019-20 Budget amount is due to the impact of the new accounting standards (AASB 1058 and AASB 15). This resulted in reassessing the way the Trust accounts for its appeal and foundations income and expenditure compared to the previous AASB 1004.

#### INCOME STATEMENT <sup>(a)</sup> (CONTROLLED)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(b)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(c)</sup> .....	2,827	2,899	2,996	2,904	2,902	2,932	2,974
Supplies and services .....	3,446	3,315	1,716	3,124	3,073	3,088	3,104
Accommodation .....	302	383	310	383	383	383	383
Depreciation and amortisation .....	633	655	634	655	655	655	655
Other expenses .....	437	833	651	831	817	817	817
<b>TOTAL COST OF SERVICES .....</b>	<b>7,645</b>	<b>8,085</b>	<b>6,307</b>	<b>7,897</b>	<b>7,830</b>	<b>7,875</b>	<b>7,933</b>
<b>Income</b>							
Sale of goods and services .....	157	200	139	200	200	200	200
Grants and subsidies .....	1,414	869	1,550	1,281	-	-	-
Other revenue .....	3,637	4,379	2,127	4,071	4,429	4,447	4,472
<b>Total Income .....</b>	<b>5,208</b>	<b>5,448</b>	<b>3,816</b>	<b>5,552</b>	<b>4,629</b>	<b>4,647</b>	<b>4,672</b>
<b>NET COST OF SERVICES .....</b>	<b>2,437</b>	<b>2,637</b>	<b>2,491</b>	<b>2,345</b>	<b>3,201</b>	<b>3,228</b>	<b>3,261</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	3,146	3,145	3,404	3,457	3,158	3,185	3,218
<b>TOTAL INCOME FROM STATE GOVERNMENT .....</b>	<b>3,146</b>	<b>3,145</b>	<b>3,404</b>	<b>3,457</b>	<b>3,158</b>	<b>3,185</b>	<b>3,218</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>709</b>	<b>508</b>	<b>913</b>	<b>1,112</b>	<b>(43)</b>	<b>(43)</b>	<b>(43)</b>

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

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 28, 28 and 29 respectively.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual <sup>(b)</sup>	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	2,611	2,165	2,066	2,066	2,066	2,066	1,866
Restricted cash.....	2,362	3,475	2,165	2,165	1,965	1,765	1,765
Holding account receivables.....	265	265	265	265	265	265	265
Receivables.....	407	751	250	202	154	106	58
Other.....	45	82	52	52	52	52	52
<b>Total current assets.....</b>	<b>5,690</b>	<b>6,738</b>	<b>4,798</b>	<b>4,750</b>	<b>4,502</b>	<b>4,254</b>	<b>4,006</b>
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	2,693	3,083	3,083	3,473	3,863	4,253	4,643
Property, plant and equipment.....	100,195	102,389	101,152	102,357	102,407	102,457	102,507
Intangibles.....	96	25	215	215	215	215	215
Other.....	74	74	93	93	93	93	93
<b>Total non-current assets.....</b>	<b>103,058</b>	<b>105,571</b>	<b>104,543</b>	<b>106,138</b>	<b>106,578</b>	<b>107,018</b>	<b>107,458</b>
<b>TOTAL ASSETS.....</b>	<b>108,748</b>	<b>112,309</b>	<b>109,341</b>	<b>110,888</b>	<b>111,080</b>	<b>111,272</b>	<b>111,464</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	589	534	725	725	725	725	725
Payables.....	248	491	163	163	163	163	-
Other.....	897	1,009	2,233	2,233	2,033	1,833	1,796
<b>Total current liabilities.....</b>	<b>1,734</b>	<b>2,034</b>	<b>3,121</b>	<b>3,121</b>	<b>2,921</b>	<b>2,721</b>	<b>2,521</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	37	111	101	101	101	101	101
Other.....	987	1,128	-	-	-	-	-
<b>Total non-current liabilities.....</b>	<b>1,024</b>	<b>1,239</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>
<b>TOTAL LIABILITIES.....</b>	<b>2,758</b>	<b>3,273</b>	<b>3,222</b>	<b>3,222</b>	<b>3,022</b>	<b>2,822</b>	<b>2,622</b>
<b>EQUITY</b>							
Contributed equity.....	27,881	28,318	28,317	28,752	29,187	29,622	30,057
Accumulated surplus/(deficit).....	57,005	57,633	57,232	58,344	58,301	58,258	58,215
Reserves.....	21,104	23,085	20,570	20,570	20,570	20,570	20,570
<b>Total equity.....</b>	<b>105,990</b>	<b>109,036</b>	<b>106,119</b>	<b>107,666</b>	<b>108,058</b>	<b>108,450</b>	<b>108,842</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>108,748</b>	<b>112,309</b>	<b>109,341</b>	<b>110,888</b>	<b>111,080</b>	<b>111,272</b>	<b>111,464</b>

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(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual <sup>(b)</sup> \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	2,496	2,490	2,749	2,802	2,503	2,530	2,563
Capital appropriation .....	435	435	435	435	435	435	435
Holding account drawdowns .....	265	265	265	265	265	265	265
<b>Net cash provided by State Government .....</b>	<b>3,196</b>	<b>3,190</b>	<b>3,449</b>	<b>3,502</b>	<b>3,203</b>	<b>3,230</b>	<b>3,263</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(2,846)	(2,892)	(2,805)	(2,897)	(2,895)	(2,925)	(2,967)
Supplies and services .....	(3,446)	(3,445)	(3,097)	(3,287)	(3,236)	(3,251)	(3,267)
Accommodation .....	(308)	(366)	(310)	(366)	(366)	(366)	(366)
GST payments .....	(502)	(270)	(396)	(270)	(270)	(270)	(270)
Other payments .....	(661)	(710)	(653)	(708)	(694)	(694)	(694)
<b>Receipts</b>							
Grants and subsidies .....	1,414	869	1,550	1,281	-	-	-
Sale of goods and services .....	367	200	139	200	200	200	200
GST receipts .....	434	270	417	270	270	270	270
Other receipts .....	3,198	4,199	2,104	4,130	4,288	4,306	4,331
<b>Net cash from operating activities .....</b>	<b>(2,350)</b>	<b>(2,145)</b>	<b>(3,051)</b>	<b>(1,647)</b>	<b>(2,703)</b>	<b>(2,730)</b>	<b>(2,763)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(1,991)	(1,284)	(1,140)	(1,855)	(700)	(700)	(700)
<b>Net cash from investing activities .....</b>	<b>(1,991)</b>	<b>(1,284)</b>	<b>(1,140)</b>	<b>(1,855)</b>	<b>(700)</b>	<b>(700)</b>	<b>(700)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>(1,145)</b>	<b>(239)</b>	<b>(742)</b>	<b>-</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>
Cash assets at the beginning of the reporting period .....	6,118	5,879	4,973	4,231	4,231	4,031	3,831
<b>Cash assets at the end of the reporting period .....</b>	<b>4,973</b>	<b>5,640</b>	<b>4,231</b>	<b>4,231</b>	<b>4,031</b>	<b>3,831</b>	<b>3,631</b>

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