

Part 4

Jobs and Economic Development

Introduction

The Jobs and Economic Development portfolio is creating jobs for Western Australians and promoting a strong and diverse economy that delivers benefits to all areas of the State. The portfolio facilitates investment in the State, supports the development of export markets and opportunities, and promotes the State as an attractive tourist destination. It also has a focus on innovation and technological developments and overall support for businesses around the State. ¹

Summary of Recurrent and Asset Investment Expenditure

Agency	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Jobs, Tourism, Science and Innovation		
– Total Cost of Services	199,720	295,341
– Asset Investment Program	342	11,539
Primary Industries and Regional Development		
– Total Cost of Services	450,702	506,156
– Asset Investment Program	13,060	42,479
Mines, Industry Regulation and Safety		
– Total Cost of Services	286,534	287,493
– Asset Investment Program	2,700	3,028
Western Australian Meat Industry Authority		
– Asset Investment Program	281	450
Small Business Development Corporation		
– Total Cost of Services	13,980	16,038
– Asset Investment Program	37	295

¹ 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 ^(a) \$'000	2020-21 Budget Estimate \$'000
Rural Business Development Corporation		
– Total Cost of Services	566	710
Economic Regulation Authority		
– Total Cost of Services	13,759	17,104
– Asset Investment Program	199	63
Energy Policy WA		
– Total Cost of Services	19,200	22,038
– Asset Investment Program	97	225
Infrastructure WA		
– Total Cost of Services	3,026	5,129
Forest Products Commission		
– Asset Investment Program	4,508	600
Racing and Wagering Western Australia		
– Asset Investment Program	5,159	7,759
Western Australian Greyhound Racing Association		
– Asset Investment Program	532	240
Burswood Park Board		
– Asset Investment Program	248	560

(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
Premier; Minister for Public Sector Management; State Development, Jobs and Trade; Federal-State Relations Minister for Tourism; Racing and Gaming; Small Business; Defence Issues; Citizenship and Multicultural Interests Minister for Housing; Veterans Issues; Youth; Asian Engagement Minister for Water; Fisheries; Forestry; Innovation and ICT; Science	Jobs, Tourism, Science and Innovation	1. International Engagement, Trade and Investment 2. Project Facilitation 3. Industry Development 4. Science and Innovation
Minister for Tourism; Racing and Gaming; Small Business; Defence Issues; Citizenship and Multicultural Interests	Jobs, Tourism, Science and Innovation	5. Destination Marketing 6. Event Tourism 7. Tourism Destination Development
Minister for Regional Development; Agriculture and Food; Ports; Minister Assisting the Minister for State Development, Jobs and Trade Minister for Water; Fisheries; Forestry; Innovation and ICT; Science	Primary Industries and Regional Development	1. Regional Industry and Community Development Investment Facilitation 2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions 3. Regional Technical and Technological Development 4. Regional Skills and Knowledge Development 5. Regional Social Amenity Development 6. Agricultural and Fisheries Biosecurity and Integrity 7. Agricultural and Fisheries Natural Resource Management
Minister for Mines and Petroleum; Energy; Industrial Relations Attorney General; Minister for Commerce	Mines, Industry Regulation and Safety	1. Resources Advice and Regulation 2. Safety and Labour Relations Advice and Regulation 3. Industry Advice and Regulation
Minister for Regional Development; Agriculture and Food; Ports; Minister Assisting the Minister for State Development, Jobs and Trade	Western Australian Meat Industry Authority	n/a
	Rural Business Development Corporation	1. Farm Business Development
Minister for Tourism; Racing and Gaming; Small Business; Defence Issues; Citizenship and Multicultural Interests	Small Business Development Corporation	1. Information, Guidance, Referral and Business Development Services 2. Access to Justice for Small Business
	Racing and Wagering Western Australia	n/a
	Western Australian Greyhound Racing Association	n/a
	Burswood Park Board	n/a
Treasurer; Minister for Finance; Aboriginal Affairs; Lands	Economic Regulation Authority	1. Submissions to the Economic Regulation Authority Governing Body
Minister for Mines and Petroleum; Energy; Industrial Relations	Energy Policy WA	1. Development and Implementation of Energy Policy
Premier; Minister for Public Sector Management; State Development, Jobs and Trade; Federal-State Relations	Infrastructure WA	1. Development of the State Infrastructure Strategy
Minister for Water; Fisheries; Forestry; Innovation and ICT; Science	Forest Products Commission	n/a

Division 15 **Jobs, Tourism, Science and Innovation**

Part 4 **Jobs and Economic Development**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 43 Net amount appropriated to deliver services.....	146,078	152,441	156,416	236,309	200,237	161,362	156,430
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	681	1,502	1,502	1,508	1,520	1,533	1,538
Total appropriations provided to deliver services	146,759	153,943	157,918	237,817	201,757	162,895	157,968
ADMINISTERED TRANSACTIONS							
Item 44 Amount provided for Administered Grants, Subsidies and Other Transfer Payments ^(b)	22,536	22,579	22,579	22,970	23,241	20,719	21,005
CAPITAL							
Item 118 Capital Appropriation ^(c)	150	150	251	11,597	1,646	1,696	1,697
TOTAL APPROPRIATIONS	169,445	176,672	180,748	272,384	226,644	185,310	180,670
EXPENSES							
Total Cost of Services	189,542	211,083	199,720	295,341	236,125	187,756	180,579
Net Cost of Services ^(d)	180,624	194,904	189,063	289,238	230,892	182,617	175,440
CASH ASSETS ^(e)	22,676	20,740	32,490	10,631	9,471	9,661	9,101

- (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) Responsibility for the Veterans Issues portfolio, including the provision of administrative support to the ANZAC Day Trust, was transferred from the Department of Communities with effect 1 July 2020. The 2018-19 Actual, 2019-20 Budget and 2019-20 Actual have been recast for comparability purposes.
- (c) Additional capital appropriation is provided to fund lease repayments and is not reflected in the Asset Investment Program.
- (d) 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.
- (e) 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 ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan ^(b)					
Attraction Incentives Package for Call Centres	-	3,000	3,000	2,000	2,000
Australian Marine Complex Strategic Infrastructure and Land Use Planning.....	-	1,055	862	818	824
Australian Marine Complex Upgrade.....	-	23,800	30,200	-	-
Boodarie Strategic Industrial Area Road Upgrade.....	-	10,500	-	-	-
Cathode Active Manufacturing	-	500	5,000	5,000	2,700
Collie Eco-Concrete Processing Plant.....	-	600	-	-	-
Dampier Peninsula Camping with Custodians Campgrounds	-	2,136	1,700	-	-
Future Battery Industry Strategy.....	-	644	651	658	665
Grants to Western Australian Universities for COVID-19 Research	-	5,000	-	-	-
Hospitality and Tourism COVID-19 Hygiene Training ^(c)	890	890	-	-	-
Industry Link Advisory Service	-	530	537	-	-
International Education Advisory Group	-	1,500	-	-	-
LNG Jobs Taskforce.....	-	700	700	-	-
Local Capability Fund					
Business Recovery and PPE Manufacturing Grants.....	-	10,000	-	-	-
Small to Medium Enterprises Support	-	1,200	1,200	1,200	1,200
National Energy Resources Australia Partnership.....	-	500	500	-	-
Regional Aviation Recovery ^(c)	-	15,000	-	-	-
Renewable Hydrogen Initiatives	-	8,268	2,676	1,684	692
Resource Sector Export Hubs ^(c)	350	-	-	-	-
Special Regional Event Sponsorship	-	275	-	-	-
Tourism Attraction Case Management	-	250	250	250	250
Tourism Recovery Program ^(c)	5,505	8,888	-	-	-
Travel Agents Support Package.....	-	3,000	-	-	-
Western Australian Space Industry	-	1,450	1,950	1,100	-
New Initiatives					
Collie Emergency Services Vehicle Manufacturing	1,813	687	-	-	-
Domestic Marketing.....	-	1,100	-	-	-
Full Cycle Docking (Bid to the Commonwealth and Public Education Campaign)	858	282	-	-	-
Perth Glory Sponsorship	200	520	-	-	-
Renewable Hydrogen Strategy ^(c)	-	2,000	3,000	3,500	-
Resources Technology Showcase Event Sponsorship	500	-	-	-	-
Ongoing Initiatives					
Brand WA Launch and Campaign	766	1,234	-	-	-
Election Commitments					
Defence West	1,142	2,231	3,513	3,541	3,568
Westport: Port and Environs Strategy.....	-	615	620	625	-
Health and Medical Life Sciences Industry Growth Plan	121	-	-	-	-
Other COVID-19 ^(b)					
Moonamang Road Upgrade	-	-	-	2,000	-
New Industries Fund ^(c)	300	890	-	-	-
International Marketing and Aviation Development.....	-	(6,542)	(1,650)	(2,250)	-
Premier's Science Awards.....	37	37	37	37	37
Other					
Election Commitment - Transfer of the Technology Parks to DevelopmentWA.....	(882)	(1,764)	(1,764)	(1,764)	(1,764)
Transfer of the Renewable Hydrogen Strategy from the Department of Primary Industries and Regional Development.....	32	495	143	144	-
Transfer of the Veterans Issues Portfolio from the Department of Communities.....	-	131	133	135	136

(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 total value of recurrent spending changes associated with WA Recovery Plan and other COVID-19 initiatives is \$169.4 million over the period 2019-20 to 2023-24.

(c) Existing agency spending has been reprioritised to meet some or all of the costs of this initiative.

Significant Issues Impacting the Agency

State Development

1. Under current agreements gas flow to the North West Shelf LNG facilities declines from 2021. Approvals for new sources of gas for the North West Shelf to process in the short term are a priority, with large scale, longer-term prospects deferred due to the depressed international LNG market outlook. The Department is facilitating the development of Perth Basin gas resources and strengthening the Western Australian Domestic Gas Policy settings in order to underpin gas supply for new industrial development.
2. International demand for iron ore is driving process improvements in extraction, processing and shipments, and creating demand for access to new deposits and project expansions including proposals for the development of new export facilities and ports. The Department continues to manage this demand and is working closely with Port Authorities, other Government agencies and resources companies throughout the State to facilitate iron ore projects which create jobs and regional economic opportunities.

International Engagement, Trade and Investment

3. The Department continues to support the Future Energy Exports Cooperative Centre, which was awarded Commonwealth funding and will be established in the second half of 2020.
4. By 2050, it is expected that Asia will represent over half of the global economy. In recognition of the rise of Asia and the immense economic, social and cultural opportunities, the Department developed the Western Australian Asian Engagement Strategy. Despite the postponement of a number of engagement activities due to the COVID-19 pandemic, the Department has continued to implement the Asian Engagement Strategy and has hosted a series of business forums on key Asian markets including China, Japan, Indonesia, Malaysia and Philippines. The Department also launched the Access Asia Business Grants Program to support Western Australian businesses to expand into Asia.
5. Invest and Trade WA (ITWA) has been established within the Department and is designed to be a 'front door' for Western Australia to do business with the world. ITWA assists Western Australian exporters to access international markets and promotes Western Australia as an attractive investment destination to foreign investors.
6. The Department is the lead agency responsible for developing Western Australia's position and input into Australia's Free Trade Agreement negotiations. In 2019-20 the focus was on the Australia-European Union Free Trade Agreement (AEUFTA), and identifying opportunities for Western Australian business in the proposed AEUFTA.
7. The Department completed its review into the operation of the Government's network of International Trade and Investment Offices to ensure they are operating efficiently and effectively and delivering on the Government's objectives. An Implementation Plan has been developed to deliver on the recommendations of the review and guide the reform process.

Defence

8. The Department, through Defence West, continues to promote and facilitate the development of the Western Australian defence industry through the implementation of the Western Australian Defence and Defence Industries Strategic Plan.
9. The Department delivered a comprehensive proposal to the Commonwealth Government for Western Australia to be the principal location for Collins Class Submarine full-cycle docking maintenance work. The Commonwealth is currently considering the proposal.
10. The Department established the Defence Science Centre (DSC), which is a national collaboration between the Government, the Commonwealth's Department of Defence - Science and Technology and participating Western Australian universities. The DSC facilitates science and innovation collaborations to support research which will lead to the enhancement of Australia's defence capability.

Tourism

11. Western Australia's tourism industry recorded its highest visitor numbers and a record \$11 billion spend in 2019. The industry supported more than 100,000 jobs.

12. Aviation and cruise shipping access has been greatly affected by the travel restrictions, reducing passenger demand and capacity. Airlines worldwide have experienced significant financial distress and the closure of Australia's international borders saw the number of international airline seats into Western Australia fall by 90% over the quarter ending 30 June 2020.

WA Recovery Plan

Western Australian Jobs

13. The Western Australian Industry Participation Strategy (WAIPS), developed under the *Western Australian Jobs Act 2017* (the WA Jobs Act), is designed to ensure that Western Australian businesses get a greater share of contracts to supply goods, services and work to Government.
14. The importance of linkages between Government expenditure and jobs, and economic and social outcomes has been heightened by the COVID-19 pandemic. WAIPS and Western Australian Buy Local Policy (WA BLP) objectives have assumed additional significance in the context of the economic downturn that the pandemic has generated.
15. The application of WAIPS by agencies from 1 October 2018 has led to the creation of over 21,000 jobs and 1,300 apprenticeships and traineeships, with close to 90% local sourcing of contract input commitments to Western Australian suppliers achieved. For every \$1 million of contract value, an estimated 13 jobs are supported. WAIPS is reviewed annually in consultation with suppliers and agencies, with the objective of enhancing its effectiveness.
16. The revised WA BLP builds on the successful introduction of the WA Jobs Act and WAIPS. The updated policy will make it easier for Western Australian businesses, particularly regional small to medium enterprises, to bid for Government contracts. A key feature of the WA BLP is the introduction of Implementation Agreements for Government agencies to facilitate application of the policy. The WA BLP gives preference to regional suppliers and contractors through an improved Regional Price Preference in tender evaluations.
17. In response to the COVID-19 pandemic, the Department has been working to understand Western Australia's manufacturing capability for personal protective equipment (PPE) items in the medium to long-term, and to assist in addressing immediate shortages of PPE at a national and State level. Three Local Capability Fund rounds, worth \$10 million collectively, were launched to boost Western Australian businesses impacted by COVID-19. Two of the rounds specifically support businesses move toward locally manufacturing PPE.

State Development

18. As part of the WA Recovery Plan, the Department is supporting a number of Resource Sector Priority Initiatives. This Budget includes funding to continue implementation of the Future Battery Industry Strategy, manage and deliver initiatives endorsed by the Premier's LNG Jobs Taskforce and support a continued partnership with the National Energy Resources Australia.
19. The Department's Future Battery Industry team has broadened its focus to include critical minerals, and has been funded to attract a cathode active materials manufacturer to Western Australia as part of the WA Recovery Plan. The cathode active manufacturing initiative includes incentives to offset project costs, such as the waiver of land lease rates on industrial land.
20. The Western Australian Renewable Hydrogen Strategy was endorsed in 2019 and responsibility for the Renewable Hydrogen Unit was transferred to the Department in 2019-20. The Department is supporting feasibility studies and capital works projects through the Renewable Hydrogen Fund and is working across Government to undertake other initiatives identified in the Renewable Hydrogen Strategy and the WA Recovery Plan, including leading regulatory reform, identifying storage locations, supply chain modelling and investigating gas blending in the State's existing gas network.

International Engagement, Trade and Investment

21. In 2019, the number of international student enrolments in Western Australia grew by 4%. The COVID-19 pandemic significantly disrupted this trend and caused financial difficulties for many students and education providers. The Department is working closely with the international education sector, Department of Communities, business councils and community groups to ensure the coordination and implementation of assistance measures to support the welfare of international students in Western Australia. As a WA Recovery Plan initiative, the Department established the International Education Advisory Group to address the impacts of the COVID-19 pandemic on the sector and develop a plan to guide its recovery and renewal. The plan will articulate strategies and initiatives to support the sector to reposition, recover and achieve long-term sustainability.

22. The Department is developing a Supply Chain Opportunities and Investment Attraction Strategy (the Strategy) for Western Australia. The Strategy will identify high value priorities and actions that should be adopted as part of iterative recovery planning and ensure recovery efforts progress the Government's policy agenda of increasing economic growth and diversification, investment attraction, and quality jobs for Western Australians. It will focus on opportunities in the mining, oil and gas, clean energy, defence, and agrifood industries.

Defence

23. The Department established the Strategic Infrastructure Taskforce to lead infrastructure and land planning for the Australian Maritime Complex (AMC) in Henderson, and developed the AMC Strategic Infrastructure and Land Use Plan, which provides an extensive guide for future land and infrastructure development. AMC infrastructure projects, totalling \$54 million, have been fast-tracked as part of the WA Recovery Plan.

Tourism

24. Due to the onset of the COVID-19 pandemic, and the limitations on mass gatherings and travel restrictions to combat the spread of the virus, the tourism industry went into shutdown and has been severely impacted. Tourism WA paused all its marketing activities and agreements with travel partners including airlines. A number of sponsored events have been postponed or cancelled due to mass gathering and travel restrictions.
25. Prior to the COVID-19 pandemic, Tourism WA's marketing activity focused on interstate and international markets, with intrastate primarily the responsibility of the State's five Regional Tourism Organisations (RTOs). With interstate and international borders closed, Tourism WA has shifted its focus to intrastate marketing with the Wander out Yonder campaign.
26. Tourism WA is also delivering a range of recovery initiatives within the WA Recovery Plan to assist the industry to recover from COVID-19 and ensure Western Australia is in a competitive position once the State is opened to interstate and international visitors. Recovery initiatives include Dampier Peninsula Camping with Custodians campground upgrades, delivery of Hospitality and Tourism COVID-19 hygiene training, the \$14.4 million Western Australia Tourism Recovery Program, support to travel agents, and delivery of the Regional Aviation Recovery initiative.

Science and Innovation

27. The importance of science, innovation and research and development to community has never been more acute than during the COVID-19 pandemic. Western Australian universities and research institutions have played a key role in responding, from vaccine and new test development, to data modelling the impacts of the virus. The Department provided grant funding of \$5 million to the university sector for targeted research projects that will bolster the State's ability to respond and adapt to the pandemic.
28. The Government is supporting the growth of the State's space industry and has committed an additional \$4.5 million to further build Western Australia's world-leading capabilities in remote operations and data analysis for application in space. The Department will continue to collaborate with the Australian Space Agency, industry and universities to build our State's capacity in the sector.

Resource Agreement

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

Outcomes, Services and Key Performance Information

The Department has revised its Outcome Based Management structure to reflect its current operations. The Services and Key Performance Information for 2018-19 and 2019-20 Actuals has been recast where possible for comparability purposes and is unaudited.

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
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Provide leadership in the development of Western Australian industry sectors to grow the economy and create jobs.	1. International Engagement, Trade and Investment 2. Project Facilitation 3. Industry Development 4. Science and Innovation
	Increased competitiveness and viability of the Western Australia tourism industry.	5. Destination Marketing 6. Event Tourism 7. Tourism Destination Development

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. International Engagement, Trade and Investment	24,556	28,290	26,973	33,359	27,501	23,589	24,059
2. Project Facilitation	17,970	19,314	17,932	33,389	18,574	19,598	18,082
3. Industry Development	12,480	19,749	31,245	70,407	58,680	22,935	16,471
4. Science and Innovation	33,126	41,971	34,323	44,933	33,184	29,294	28,771
5. Destination Marketing	60,175	58,791	48,681	68,864	46,873	47,341	47,813
6. Event Tourism	33,606	38,419	29,598	28,555	44,488	39,818	40,143
7. Tourism Destination Development.....	7,629	4,549	10,968	15,834	6,825	5,181	5,240
Total Cost of Services.....	189,542	211,083	199,720	295,341	236,125	187,756	180,579

(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 ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 ^(c) Budget Target	Note
Outcome: Provide leadership in the development of Western Australian industry sectors to grow the economy and create jobs:					
Stakeholders satisfaction with the Department's effectiveness in providing leadership in the development of Western Australian industry sectors.....	n/a	n/a	n/a	n/a	1
Growth in key industries for economic diversification	0.5%	n/a	0.6%	0.5%	2
Share of Western Australia's merchandise exports in key markets for diversification	12.2%	n/a	9.5%	9.5%	2
Western Australia's share of Australia's international student enrolments	5.6%	n/a	5.7%	n/a	2, 3
Outcome: Increased competitiveness and viability of the Western Australia Tourism industry:					
Total dollar amount spent by visitors in Western Australia	\$9.6 billion	\$10.2 billion	\$11 billion	\$8.8 billion	4
Total overnight visitors to/within Western Australia	10.8 million	n/a	12 million	11.4 million	2
Western Australia's market share of international visitor spend in Australia	7.6%	n/a	7.7%	7.7%	2
Number of persons employed directly or indirectly by tourism in Western Australia	91,200	n/a	100,900	118,200	2, 5
Percentage of visitors very likely to recommend visiting Western Australia	81%	n/a	83%	86%	2
Ratio of funds provided by the tourism industry to Tourism WA's investment in cooperative marketing	1.3:1	n/a	0.9:1	0.9:1	2
Direct economic impact of major events sponsorship	\$52.3 million	\$48 million	\$56.8 million	\$47.3 million	

(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.

(c) The economic impacts of the COVID-19 pandemic are significant and, for the immediate future, still largely unknown. As a result, the 2020-21 Budget Targets are considered ambitious and are based on a number of parameters and assumptions.

Explanation of Significant Movements

(Notes)

1. This is a new effectiveness indicator. As 2020-21 is the first year that stakeholder satisfaction will be measured, it is not possible to recast 2018-19 and 2019-20 Actuals, nor it is possible to set a 2020-21 Budget Target.
2. This is a new effectiveness indicator. The 2018-19 and 2019-20 Actuals have been recast for comparability purposes and are unaudited.
3. A 2020-21 Budget Target has not been set for this indicator. The impact of COVID-19 related international travel restrictions has resulted in a halt in new international student enrolments and led to some students who were in Australia prior to the travel restrictions returning to their home country. Increasing Western Australia's share of international students is a long-term State target, however in the current context of the COVID-19 pandemic, setting a 2020-21 Budget Target is not appropriate.
4. The 2020-21 Budget Target is lower than the 2019-20 Actual due to the anticipated impacts of COVID-19 related travel restrictions on visitor expenditure.
5. There is a time lag of approximately 12 months with respect to the receipt of data from the Commonwealth for this indicator. As a result, the 2020-21 Budget Target reflects 2019-20 employment information and has been set based on a continuation of the historic relationship between total visitor spend and tourism employment in Western Australia.

Services and Key Efficiency Indicators

1. International Engagement, Trade and Investment ^(a)

The Department works to continuously strengthen the State's relationship with key international partners, attract investment and increase trade in products and services. Key activities include offshore market research and reporting, international marketing, attracting international students, coordinating Ministerial visits, enhancing the export capabilities of Western Australian businesses and managing international trade and investment enquiries.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 24,556	\$'000 28,290	\$'000 26,973	\$'000 33,359	1
Less Income	30	57	103	116	
Net Cost of Service	24,526	28,233	26,870	33,243	
Employees (Full-Time Equivalents)	20	27	30	30	
Efficiency Indicators					
Ratio of Total Cost of Service to gross state product ^(c)	1:3,240	n/a	1:2,839	1:1,816	2

(a) This is a new service. The 2018-19 Actual, 2019-20 Budget and 2019-20 Actual have been recast where possible for comparability purposes. The 2018-19 Actual is unaudited.

(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) For this efficiency indicator the sum of the Total Cost of Services for Services 1 to 4 (International Engagement Trade and Investment, Project Facilitation, Industry Development and Science and Innovation) has been used.

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service for the 2020-21 Budget Target compared to the 2019-20 Actual is largely the result of initiatives within the WA Recovery Plan, including the Attraction Incentives Package for Call Centres and the International Education Advisory Group.
2. The decrease in the efficiency indicator ratio is driven by an increase in Total Cost of Services for Services 1 to 4 that is proportionately greater than the rate of increase of gross state product.

2. Project Facilitation ^(a)

This service develops, coordinates and facilitates State-significant projects and infrastructure to create jobs and grow regional development. Key activities include negotiating and coordinating State Agreements for large energy and mineral projects, managing the State's strategic industrial areas and providing project facilitation services to strategically important ventures.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 17,970	\$'000 19,314	\$'000 17,932	\$'000 33,389	1
Less Income	999	1,380	1,110	1,600	
Net Cost of Service	16,971	17,934	16,822	31,789	
Employees (Full-Time Equivalents)	60	58	66	72	

(a) This is a new service. The 2018-19 Actual, 2019-20 Budget and 2019-20 Actual have been recast where possible for comparability purposes. The 2018-19 Actual is unaudited.

(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 Total Cost of Service for the 2020-21 Budget Target compared to the 2019-20 Actual is largely the result of initiatives within the WA Recovery Plan, including the Boodarie Strategic Industrial Area Road Upgrade and the Cathode Active manufacturing.

3. Industry Development ^(a)

Working with Government agencies and the private sector to increase the employment of local workers and the involvement of Western Australian businesses in the supply chain for Government and private industry works and contracts. Of particular focus is growing the Western Australian defence industry by enhancing the capabilities of local businesses, promoting Western Australia's defence capability, identifying future infrastructure requirements and facilitating collaborative research.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 12,480	\$'000 19,749	\$'000 31,245	\$'000 70,407	1
Less Income	2,112	3,604	3,852	1,595	
Net Cost of Service	10,368	16,145	27,393	68,812	
Employees (Full-Time Equivalents)	42	43	54	60	

(a) This is a new service. The 2018-19 Actual, 2019-20 Budget and 2019-20 Actual have been recast where possible for comparability purposes. The 2018-19 Actual is unaudited.

(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 Total Cost of Service for the 2020-21 Budget Target compared to the 2019-20 Actual is largely the result of initiatives within the WA Recovery Plan, including the Australian Marine Complex Upgrade, Local Capability Fund programs and the Renewable Hydrogen initiatives.

4. Science and Innovation ^(a)

Diversifying the State's economy by promoting and enhancing science, technology and innovation-related industries and workforce skills. This includes encouraging investment and science business growth, facilitating research partnerships, increasing student participation in science, technology, engineering and mathematics subjects and strengthening the State's capability in the space industry sector.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 33,126	\$'000 41,971	\$'000 34,323	\$'000 44,933	1
Less Income	352	464	170	352	
Net Cost of Service	32,774	41,507	34,153	44,581	
Employees (Full-Time Equivalents)	56	57	60	62	

(a) This is a new service. The 2018-19 Actual, 2019-20 Budget and 2019-20 Actual have been recast where possible for comparability purposes. The 2018-19 Actual is unaudited.

(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 Total Cost of Service for the 2020-21 Budget Target compared to the 2019-20 Actual is largely the result of initiatives within the WA Recovery Plan, including grants to the Western Australian universities for COVID-19 research and increased spending on Western Australian Space Industry initiatives.

5. Destination Marketing

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 60,175	\$'000 58,791	\$'000 48,681	\$'000 68,864	1
Less Income	4,404	10,403	5,209	2,164	
Net Cost of Service	55,771	48,388	43,472	66,700	
Employees (Full-Time Equivalents)	61	64	63	63	
Efficiency Indicators					
Ratio of Tourism WA's Total Cost of Service to total visitor spend in Western Australia ^(b)	1:95	n/a	1:123	1:78	2

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

(b) For this efficiency indicator Tourism WA's Total Cost of Service (Services 5 to 7; Destination Marketing, Event Tourism and Tourism Destination Development) has been used.

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service for the 2020-21 Budget Target compared to the 2019-20 Actual is largely the result of initiatives within the WA Recovery Plan, including Regional Aviation Recovery.
2. The decrease in this efficiency indicator for the 2020-21 Budget Target compared to the 2019-20 Actual is the result of both an increase in the Total Cost of Service due to spending related to the WA Recovery Plan initiatives, and the projected decrease in total visitor spend as a result of COVID-19 related travel restrictions.

6. Event Tourism

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 33,606	\$'000 38,419	\$'000 29,598	\$'000 28,555	1
Less Income	814	154	95	148	
Net Cost of Service	32,792	38,265	29,503	28,407	
Employees (Full-Time Equivalents)	20	20	20	20	

(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 for 2019-20 Actual compared to the 2019-20 Budget is mainly due to lower events expenditure from cancelled or postponed events as a result of COVID-19.

7. Tourism Destination Development

This service focuses on tourism supply side issues, working across Government and industry to determine the needs of destinations in terms of access, accommodation, attractions and amenities and facilitates the filling of gaps through private or public investment and policy settings.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 7,629	\$'000 4,549	\$'000 10,968	\$'000 15,834	1
Less Income	207	117	118	128	
Net Cost of Service	7,422	4,432	10,850	15,706	
Employees (Full-Time Equivalents)	13	13	17	17	

(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 for the 2020-21 Budget Target compared to the 2019-20 Actual is largely the result of initiatives within the WA Recovery Plan, including the WA Tourism Recovery Program and the Dampier Peninsula Camping with Custodians campgrounds.

Asset Investment Program

WA Recovery Plan

Asset investment of \$10 million in 2020-21 to build the access road in the Murujuga National Park to support the development of the Living Knowledge Centre and World Heritage Listing.

	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
WORKS IN PROGRESS							
Information and Communications Technology (ICT)							
Asset Replacement Development and Other							
Infrastructure - 2019-20 Program	1,036	232	232	804	-	-	-
Replacement							
Perth Office	367	67	20	-	100	100	100
Overseas Offices	339	84	25	45	70	70	70
Overseas Offices Motor Vehicle Replacement Program	655	65	65	65	175	175	175
NEW WORKS							
COVID-19 WA Recovery Plan							
Murujuga Road Upgrade	10,000	-	-	10,000	-	-	-
Other New Works							
ICT Asset Replacement Development and Other							
Infrastructure							
2020-21 Program	625	-	-	625	-	-	-
2021-22 Program	625	-	-	-	625	-	-
2022-23 Program	625	-	-	-	-	625	-
2023-24 Program	625	-	-	-	-	-	625
Total Cost of Asset Investment Program	15,522	1,073	342	11,539	970	970	970
FUNDED BY							
Capital Appropriation			150	10,150	150	150	150
Drawdowns from the Holding Account			585	585	820	820	820
Internal Funds and Balances			(393)	804	-	-	-
Total Funding			342	11,539	970	970	970

(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

1. The 2019-20 Budget reflects the treatment of Government Office Accommodation (GOA) inter-agency leasing arrangements in accordance with AASB 16: *Leases*. Subsequent to the release of the 2019-20 Budget, it was determined that GOA inter-agency leasing arrangements were outside the scope of AASB 16 and therefore not required to be reported on the Statement of Financial Position. GOA leasing arrangements are now expensed as incurred and reflected as such from the 2019-20 Actual onwards.

Income Statement

Expenses

2. The increase of \$95.6 million (48%) in the Total Cost of Services from the 2019-20 Actual to the 2020-21 Budget Estimate is largely the result of initiatives within the WA Recovery Plan.

Income

3. The increase in service appropriation for the 2020-21 Budget Estimate compared with the 2019-20 Actual is mainly due to funding provided to meet the costs associated with WA Recovery Plan initiatives.

Statement of Financial Position

4. The reduction in cash assets in 2020-21 compared to 2019-20 Actuals reflects spending from Special Purpose Accounts and Royalties for Regions (RfR) programs funded in prior years. It also reflects spending on programs carried over from 2019-20 where funding was drawn down in 2019-20.
5. The increase in property, plant and equipment assets from 2019-20 Actuals to 2020-21 Budget Estimate is largely a result of the construction in progress of the Murujuga access road.
6. The decrease in property, plant and equipment assets from the 2019-20 Budget to the 2019-20 Actual reflects the transfer of the Technology Parks to DevelopmentWA in 2019-20.

Statement of Cashflows

7. The \$21.9 million decrease in cash balances from 2019-20 Actual to 2020-21 Budget Estimates reflects spending from Special Purpose Accounts and RfR programs funded in prior years. It also reflects spending on programs carried over from 2019-20 where funding was drawn down in 2019-20.

INCOME STATEMENT ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	39,805	40,200	43,777	45,597	43,983	43,798	43,792
Grants and subsidies ^(d)	34,597	45,650	50,027	142,630	83,371	43,678	36,051
Supplies and services	98,334	106,566	82,219	93,935	95,514	86,715	87,170
Accommodation	5,801	911	5,604	5,097	5,092	5,091	5,091
Depreciation and amortisation	829	6,771	2,349	2,443	2,440	2,440	2,440
Finance and interest costs	73	858	90	255	209	162	163
Other expenses	10,103	10,127	15,654	5,384	5,516	5,872	5,872
TOTAL COST OF SERVICES	189,542	211,083	199,720	295,341	236,125	187,756	180,579
Income							
Sale of goods and services	-	1,961	1,611	-	-	-	-
Grants and subsidies	4,277	9,624	4,832	1,100	-	-	-
Other revenue	4,641	4,594	4,214	5,003	5,233	5,139	5,139
Total Income	8,918	16,179	10,657	6,103	5,233	5,139	5,139
NET COST OF SERVICES	180,624	194,904	189,063	289,238	230,892	182,617	175,440
INCOME FROM STATE GOVERNMENT							
Service appropriations	146,759	153,943	157,918	237,817	201,757	162,895	157,968
Resources received free of charge	1,025	1,164	1,184	1,164	1,164	1,164	1,164
Royalties for Regions Fund:							
Regional Community Services Fund	27,706	23,220	23,541	24,208	20,923	14,193	12,670
Regional Infrastructure and Headworks							
Fund	-	5,245	-	-	-	-	-
Other appropriations	-	5,710	4,610	4,110	4,104	1,200	1,200
TOTAL INCOME FROM STATE							
GOVERNMENT	175,490	189,282	187,253	267,299	227,948	179,452	173,002
SURPLUS/(DEFICIENCY) FOR THE							
PERIOD	(5,134)	(5,622)	(1,810)	(21,939)	(2,944)	(3,165)	(2,438)

(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 272, 310 and 324 respectively.

(d) Refer to the Details of Controlled Grants and Subsidies table 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 ^(a) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
COVID-19 WA Recovery Plan							
Attraction Incentives Package for Call Centres	-	-	-	3,000	3,000	2,000	2,000
Australian Marine Complex Upgrades	-	-	-	23,800	30,200	-	-
Boodarie Strategic Industrial Area Road Upgrade	-	-	-	10,500	-	-	-
Cathode Active Manufacturing Industry	-	-	-	500	5,000	5,000	2,700
Collie Eco-Concrete Processing Plant	-	-	-	600	-	-	-
COVID-19 Research - Western Australian Universities	-	-	-	5,000	-	-	-
Local Capability Fund PPE Manufacturing	-	-	-	10,000	-	-	-
Tourism WA							
Dampier Peninsula Camping with Custodians Campgrounds	-	-	-	2,136	1,700	-	-
Regional Aviation Recovery	-	-	-	15,000	-	-	-
Tourism Recovery Program	-	-	5,505	8,888	-	-	-
Travel Agents Support Package	-	-	-	3,000	-	-	-
All Other							
Collie Future Fund	-	4,631	2,413	10,105	4,632	-	-
Defence Science Centre	-	-	691	1,250	950	950	950
Future Energy Cooperative Research Centre	-	1,100	-	1,100	1,200	1,200	1,200
Gorgon Gas Carbon Dioxide Injection Project	-	100	-	100	100	100	100
Industry Development Grants							
Collie Emergency Vehicles Manufacturing	-	-	1,813	687	-	-	-
Local Capability Fund	814	800	455	2,337	2,000	2,000	2,000
Medical Research Centre Fund	110	110	110	110	110	110	110
Other Industry	68	-	55	346	-	-	-
Western Australian Energy Research Alliance	270	-	-	-	-	-	-
International Education	3,491	109	3,180	238	109	109	109
International Engagement	83	-	554	128	-	-	-
Moonamang Road Upgrade	-	-	-	-	-	2,000	-
National Collaborative Research							
Infrastructure Strategy	-	4,610	4,230	3,390	2,904	-	-
New Industries Fund	4,193	4,949	2,483	4,159	-	-	-
Onslow Community Development Fund	262	1,603	1,423	1,900	1,800	1,800	2,550
Other Grants	171	-	441	-	-	-	-
Perth USAsia Centre Funding	300	600	1,200	600	600	-	-
Renewable Hydrogen Fund	-	-	150	7,704	2,853	3,352	-
Resource Technology Showcase	-	-	500	-	-	-	-
Science and Agribusiness Connect Program	489	710	358	564	-	-	-
Science Grants	22,252	24,353	22,832	23,990	25,277	24,257	23,532
Science, Technology, Engineering and Mathematics Strategy	713	1,175	1,225	698	136	-	-
Tourism WA							
Ferguson Valley Wellington Forest Marketing	300	-	-	-	-	-	-
Other Industry Grants and Contributions	1,081	800	409	800	800	800	800
TOTAL	34,597	45,650	50,027	142,630	83,371	43,678	36,051

(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 ^(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
CURRENT ASSETS							
Cash assets.....	14,942	11,612	21,496	6,816	7,364	7,554	6,994
Restricted cash.....	7,340	5,373	10,600	3,421	1,713	1,713	1,713
Holding account receivables.....	475	543	585	613	613	613	613
Receivables.....	2,238	1,914	1,916	1,916	1,916	1,916	1,916
Other.....	12,410	11,677	11,907	11,823	11,868	9,826	7,948
Total current assets.....	37,405	31,119	46,504	24,589	23,474	21,622	19,184
NON-CURRENT ASSETS							
Holding account receivables.....	8,311	8,664	8,622	10,452	12,072	13,692	15,312
Property, plant and equipment.....	36,063	57,105	3,703	13,090	11,839	12,007	12,009
Intangibles.....	580	507	512	512	512	512	512
Restricted cash.....	394	429	394	394	394	394	394
Other.....	9,791	6,074	7,131	5,636	3,665	2,352	2,352
Total non-current assets.....	55,139	72,779	20,362	30,084	28,482	28,957	30,579
TOTAL ASSETS	92,544	103,898	66,866	54,673	51,956	50,579	49,763
CURRENT LIABILITIES							
Employee provisions.....	8,026	7,659	9,426	9,426	9,426	9,426	9,426
Payables.....	7,533	8,352	4,229	4,054	3,912	3,912	3,912
Borrowings and leases	-	-	113	96	103	120	116
Other.....	1,352	1,525	1,194	1,194	1,194	1,194	1,194
Total current liabilities.....	16,911	17,536	14,962	14,770	14,635	14,652	14,648
NON-CURRENT LIABILITIES							
Employee provisions.....	1,444	1,401	1,771	1,771	1,771	1,771	1,771
Borrowings and leases	-	20,224	2,813	1,526	242	317	246
Other.....	-	5	-	-	-	-	-
Total non-current liabilities.....	1,444	21,630	4,584	3,297	2,013	2,088	2,017
TOTAL LIABILITIES	18,355	39,166	19,546	18,067	16,648	16,740	16,665
EQUITY							
Contributed equity.....	74,189	64,732	47,320	36,606	35,308	33,839	33,098
Total equity	74,189	64,732	47,320	36,606	35,308	33,839	33,098
TOTAL LIABILITIES AND EQUITY	92,544	103,898	66,866	54,673	51,956	50,579	49,763

(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 ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	145,748	152,937	156,912	235,374	199,317	160,455	155,528
Capital appropriation	150	150	251	11,597	1,646	1,696	1,697
Holding account drawdowns	520	585	585	585	820	820	820
Royalties for Regions Fund:							
Regional Community Services Fund	27,706	23,220	23,541	24,208	20,923	14,193	12,670
Regional Infrastructure and Headworks Fund	-	5,245	-	-	-	-	-
Administered appropriations	-	5,710	4,610	4,110	4,104	1,200	1,200
Net cash provided by State Government	174,124	187,847	185,899	275,874	226,810	178,364	171,915
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(39,393)	(40,018)	(41,958)	(45,597)	(43,983)	(43,798)	(43,792)
Grants and subsidies	(34,599)	(45,650)	(50,077)	(142,630)	(83,371)	(43,678)	(36,051)
Supplies and services	(73,035)	(62,071)	(63,934)	(62,167)	(63,061)	(53,143)	(54,690)
Accommodation	(5,798)	(641)	(5,509)	(4,847)	(4,847)	(4,847)	(4,847)
GST payments	(12,511)	(4,827)	(10,480)	(4,827)	(4,827)	(4,827)	(4,827)
Finance and interest costs	(73)	(858)	(88)	(255)	(209)	(162)	(163)
Other payments	(35,151)	(53,903)	(24,465)	(36,123)	(36,402)	(36,757)	(37,142)
Receipts ^(c)							
Grants and subsidies	4,277	9,624	4,832	1,100	-	-	-
Sale of goods and services	-	1,961	1,611	-	-	-	-
GST receipts	12,308	4,827	11,243	4,827	4,827	4,827	4,827
Other receipts	3,803	4,072	3,129	4,286	4,586	4,586	4,586
Net cash from operating activities	(180,172)	(187,484)	(175,696)	(286,233)	(227,287)	(177,799)	(172,099)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(626)	(1,146)	(342)	(11,539)	(970)	(970)	(970)
Other receipts	-	3,032	-	1,032	-	-	-
Net cash from investing activities	(626)	1,886	(342)	(10,507)	(970)	(970)	(970)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(4,992)	(45)	(1,447)	(1,496)	(1,546)	(1,547)
Other payments	-	(3,032)	-	(1,032)	-	-	-
Other proceeds	-	3,238	-	1,486	1,783	2,141	2,141
Net cash from financing activities	-	(4,786)	(45)	(993)	287	595	594
NET INCREASE/(DECREASE) IN CASH HELD	(6,674)	(2,537)	9,816	(21,859)	(1,160)	190	(560)
Cash assets at the beginning of the reporting period	30,380	23,277	22,676	32,490	10,631	9,471	9,661
Net cash transferred to/from other agencies	(1,030)	-	(2)	-	-	-	-
Cash assets at the end of the reporting period	22,676	20,740	32,490	10,631	9,471	9,661	9,101

(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 ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Grants and Subsidies							
Burswood Park Board							
Funding for Aviation and Market							
Development	1,740	2,610	1,960	-	-	-	-
Funding for International Marketing	2,000	7,000	2,858	-	-	-	-
Commonwealth Grants							
Aboriginal Tourism Initiatives	99	14	14	-	-	-	-
Domestic Marketing	-	-	-	1,100	-	-	-
National Water	438	-	-	-	-	-	-
Sales of Goods and Services							
Industry Development Revenue	-	1,961	1,611	-	-	-	-
GST Receipts							
GST Receipts	12,308	4,827	11,243	4,827	4,827	4,827	4,827
Other Receipts							
Australia-China Natural Gas Technology							
Partnership Fund	430	429	454	-	-	-	-
Defence Science Centre	-	-	800	450	450	450	450
Gorgon Carbon Dioxide Gas Injection							
Project	100	100	100	100	100	100	100
Interest Receipts - Tourism	407	250	192	250	250	250	250
Onslow Community Development Fund	-	1,500	952	1,500	1,800	1,800	1,800
Other Receipts	2,287	678	286	637	637	637	637
Other Revenue - Tourism	255	800	228	800	800	800	800
Premier's Science Awards and Innovator of							
the Year	324	315	117	352	352	352	352
TOTAL	20,388	20,484	20,815	10,213	9,413	9,413	9,413

(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 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
INCOME							
Other							
Appropriations.....	22,536	22,579	22,579	22,970	23,241	20,719	21,005
Interest Received - CSIRO Loan.....	155	136	140	142	219	226	223
Loan Discount Unwinding							
CSIRO	547	509	513	509	509	509	509
Millennium Chemicals	189	189	189	189	189	189	189
Onslow Social and Critical Infrastructure Funds (Wheatstone).....	29,422	66,480	34,509	24,858	26,350	5,686	-
TOTAL ADMINISTERED INCOME	52,849	89,893	57,930	48,668	50,508	27,329	21,926
EXPENSES							
Grants to Charitable and Other Public Bodies							
Payment to the ANZAC Day Trust ^(b)	300	300	300	300	300	300	300
Onslow Social and Critical Infrastructure Funds	44,300	66,480	34,509	24,858	26,350	5,686	-
Qantas Hub Infrastructure.....	2,800	2,800	2,800	2,800	2,800	-	-
Statutory Authorities							
Pilbara Ports Authority - Burrup Port Infrastructure Subsidy	9,121	8,887	9,013	9,013	9,013	9,013	9,013
Water Corporation Burrup Water System Subsidy	10,334	10,592	10,592	10,857	11,128	11,406	11,692
Infrastructure Upgrade	-	-	1,818	-	-	-	-
Other							
Loan Discounting	-	-	-	-	666	-	-
Payments to Consolidated Account CSIRO Principal and Interest Receipts	1,181	136	1,190	1,705	1,862	1,918	1,976
TOTAL ADMINISTERED EXPENSES	68,036	89,195	60,222	49,533	52,119	28,323	22,981

(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) Responsibility for the Veterans Issues portfolio, including the provision of administrative support to the ANZAC Day Trust, was transferred from the Department of Communities with effect from 1 July 2020. The 2018-19 Actual, 2019-20 Budget and 2019-20 Actual have been recast for comparability purposes.

Agency Special Purpose Account Details

AUSTRALIA-CHINA NATURAL GAS TECHNOLOGY PARTNERSHIP FUND

Account Purpose: To deliver a practical demonstration of the desire of Australia and China to establish genuine and long-term partnerships across the energy sector. It is intended to deliver positive outcomes relevant to the natural gas sector, including LNG, through activities including training and education programs, partnerships, workshops and research. The fund was originally planned to conclude in 2015-16 but following success of the program, it has now been extended for a further four years, to end in 2020-21, funded by existing reserves supplemented by additional contributions from the fund's Chinese partners.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance	1,054	667	406	642
Receipts:				
Other	430	430	454	-
	1,484	1,097	860	642
Payments	1,078	796	218	642
CLOSING BALANCE	406	301	642	-

(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.

SPECIAL PROJECTS FUND

Account Purpose: To hold funds for participating in significant projects with other countries, the Commonwealth and/or the private sector, to the mutual benefit of the other participants and the State.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance	628	628	628	522
Receipts:				
	628	628	628	522
Payments	-	106	106	-
CLOSING BALANCE	628	522	522	522

(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.

DEFENCE SCIENCE CENTRE

Account Purpose: To fund collaborative research projects, PhD research and industry internships relevant to defence and the defence industry in Western Australia. The Defence Science Centre is a cooperative venture between the Commonwealth's Department of Defence - Science and Technology, the Government and participating Western Australian universities.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance	-	-	-	609
Receipts:				
Appropriations	-	500	500	500
Other	-	450	800	450
	-	950	1,300	1,559
Payments	-	950	691	1,250
CLOSING BALANCE	-	-	609	309

(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.

ASHBURTON NORTH SOCIAL INFRASTRUCTURE FUND (ONSLow COMMUNITY DEVELOPMENT FUND)

Account Purpose: To quarantine funds received and paid in relation to social infrastructure under the Ashburton North State Development Agreement (Wheatstone Project) in the township of Onslow. Funds can be received from Chevron Australia Pty. Ltd. and the Government.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance	733	471	471	-
Receipts:				
Other	-	1,500	952	1,500
	733		1,423	1,500
Payments	262	1,971	1,423	1,500
CLOSING BALANCE	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.

Division 16 Primary Industries and Regional Development

Part 4 Jobs and Economic Development

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 45 Net amount appropriated to deliver services	154,454	163,598	190,236	218,824	194,347	183,292	183,898
Amount Authorised by Other Statutes							
- Biosecurity and Agriculture Management Act 2007	5,397	5,375	2,956	3,042	3,333	3,633	3,742
- Salaries and Allowances Act 1975	3,182	3,182	3,182	3,182	3,198	3,210	3,222
Total appropriations provided to deliver services	163,033	172,155	196,374	225,048	200,878	190,135	190,862
ADMINISTERED TRANSACTIONS							
Item 46 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	1,550	1,550	1,550	1,550	1,550	-	-
CAPITAL							
Item 119 Capital Appropriation	13,244	16,496	5,102	31,495	15,412	6,462	5,027
TOTAL APPROPRIATIONS	177,827	190,201	203,026	258,093	217,840	196,597	195,889
EXPENSES							
Total Cost of Services	447,523	483,243	450,702	506,156	431,493	414,690	400,321
Net Cost of Services ^(b)	318,836	380,032	347,633	421,325	327,233	310,416	299,650
CASH ASSETS ^(c)	156,893	90,461	134,647	101,762	103,742	102,129	101,638

(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 ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Aboriginal Governance and Leadership Development Program	-	1,056	1,056	1,055	1,055
Agriculture Infrastructure Project	-	500	500	-	-
Beagle Bay Church Restoration	-	400	-	-	-
Blackwood River Foreshore	-	411	-	-	-
Bridgetown Hall and Civic Centre Redevelopment	-	231	-	-	-
Broome Town Beach Jetty	-	3,000	-	-	-
Food and Beverage Value Add Fund	-	4,125	4,275	4,250	4,050
Food Industry Innovation	-	1,500	1,500	1,500	1,500

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Funding for the Royal Agricultural Society of Western Australia ^(b)	-	1,650	-	-	-
Greenbushes Lithium Supply Chain - Feasibility Study	-	3,780	-	-	-
Help Grain Growers to Better Manage Risk (e-Connected Grainbelt)	-	2,002	2,005	2,030	2,069
Margaret River Main Street Redevelopment	-	-	3,080	-	-
Newman Waste Water Treatment Plant	-	1,000	-	-	-
North West Aboriginal Housing Initiative	(1,900)	-	-	-	-
Northern Beef Development ^(b)	-	2,075	2,075	2,075	2,075
Pilbara Town-based Reserves	(980)	-	-	-	-
Primary Industries Workers Regional Accommodation and Travel Support Scheme ^(b)	-	3,100	-	-	-
Provision of FLUPSYs	-	10	28	-	-
Regional Aged Accommodation Program	(1,295)	-	-	-	-
Regional Men's Health	-	800	800	800	800
Residential Facility for Martu Students (Newman)	-	2,000	500	500	1,000
Southern Forest Irrigation Scheme	-	-	-	-	(11,940)
New Initiatives					
Broome Chinatown Revitalisation	5,500	6,450	-	-	-
Busselton Margaret River Airport ^(b)	1,740	-	-	-	-
Collie Tourism Readiness and Economic Stimulation	-	1,100	-	-	-
Collie-Preston Tourism Bounce-Back ^(c)	-	50	-	-	-
Coral Bay Workers Accommodation Village - Rental Relief Package (COVID-19 Related)	110	-	-	-	-
Dampier Peninsula Activation Project	-	2,900	1,000	-	-
Dolphin Discovery Accessibility Requirements	(25)	-	-	-	-
Dolphin Discovery Centre (COVID-19 Related) ^(c)	50	-	-	-	-
Doors Wide Open	100	100	-	-	-
Frank Wise Tropical Research Institute Refurbishment	(460)	(800)	-	-	-
Gascoyne Food Bowl Initiative	(1,550)	-	-	-	-
Lake Kepwari	2,500	-	-	-	-
Laverton Great Beyond Visitor Centre Project	300	1,000	-	-	-
Maintenance of the Wellington Dam Mural	-	-	20	20	20
Marine Parks Compensation	375	375	-	-	-
Metropolitan Accommodation Facilities	-	791	4,115	4,199	3,943
Modern Biosecurity and Product Integrity	-	459	461	465	467
National Browsing Ant Western Australia Eradication Program	843	913	960	-	-
Other COVID-19					
Fishing Stimulus Package - Artificial Reefs, Recreational Fishing Promotion and Restocking	-	1,250	875	875	-
Impact on Own Source Revenue - Recreational Fishing Licence Fees	(37)	-	-	-	-
Regional Workers Campaign ^(b)	-	1,660	-	-	-
Support for Food Industry Export Assistance ^(b)	624	376	-	-	-
Support for Regional Chambers of Commerce ^(b)	235	-	-	-	-
Pastoral Lands Reform - Three Year Monitoring and Compliance Development Project	-	987	995	1,018	-
Renewable Hydrogen Strategy					
Policy Development	1,500	-	-	-	-
Reallocation of Funds to the Department of Jobs, Tourism, Science and Innovation	(2,385)	(2,642)	(2,643)	(3,144)	(145)
Southern Forest Irrigation Scheme - Commonwealth Funding	350	650	-	-	-
Warmun Facility Upgrade	-	500	-	-	-
Yamatji Nation Indigenous Land Use Agreement	-	1,562	8,572	1,709	479
Ongoing Initiatives					
Shark Hazard Mitigation					
Extension of Shark-Management-Alert-in-Real-Time Drumline Trial	-	2,832	-	-	-
Strategies and Initiatives	-	100	4,005	-	-
Other					
Additional Revenue from Rural Business Development Corporation for Loan Administration	-	138	19	19	19
Biosecurity and Agriculture Management Act 2007	2,680	-	-	-	-
Declared Pest Account	(4,838)	(1,564)	(3,956)	(3,356)	-
Fisheries Adjustment Scheme	66	81	101	89	23
Government Office Accommodation Reform Program	-	(701)	(125)	(122)	(118)
Internal Reallocation to Fund Boosting Biosecurity Defences - X-ray Irradiator	(800)	-	-	-	-
Own Source Revenue Reduction - Recreational Licence Fees	(688)	-	-	-	-
Voluntary Targeted Separation Scheme	7,450	-	-	-	-

(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) These initiatives have been funded from the reprioritisation of other projects within the Royalties for Regions program.

(c) Existing agency spending has been reprioritised to meet some or all of the costs of this initiative.

Significant Issues Impacting the Agency

1. Regional Western Australia and primary industries are key drivers of the State's economy. The food and fibre sector is the State's second largest exporter, following the resources sector, with an export value of \$8.4 billion in 2018-19. There are significant prospects for growth due to international demand, underpinned by the State's strong reputation for trusted, high-quality food, potential to increase value-added products, expanding markets in the agriculture and fisheries sectors, and food and tourism.
2. The COVID-19 pandemic has an ongoing impact on the agency's business. To date, due to international and intrastate travel restrictions, there have been impacts on access to export markets, particularly through air freight, and access to primary industry workers. COVID-19 has not affected the Department's ability to deliver effective quarantine and biosecurity measures. The COVID-19 travel restrictions highlighted the State's reliance on overseas workers and the need to address these critical shortages, as well as the importance of long-term partnerships with the Department of Training and Workforce Development and Department of Education to build a local workforce and address youth unemployment and industry labour needs.
3. The COVID-19 pandemic's impact has been felt in regional areas and has highlighted structural economic issues challenging regions. The Department is focused on responding to these in both the immediate and longer term. The creation of jobs, economic development and diversification is important for regional prosperity.
4. To support the Government's economic diversification mandate, the Department is finalising its Primary Industries Plan and the supporting Aquaculture Development Plan (the Plans). These Plans will set the strategic direction for our primary industries, by supporting sustainability and growth, creating jobs, increasing investment and diversifying regional economies. The Plans identify the drivers and challenges for growth in primary industries, as well as the strategic initiatives to deliver to the State's growth aspirations, in a COVID-19 environment.
5. As an export-dependent State, growth will need to be driven by leveraging export markets. There is an important role for Government and industry to support businesses to become export ready and to engage with the Commonwealth to ensure trade negotiations benefit our industries. Western Australian agrifood exports are predominantly bulk commodities and the Department continues to work to maintain and expand these markets. The Department is also committed to building our processed bulk agricultural produce sector and supporting the expansion of the \$6.7 billion food and beverage manufacturing sector, focussing on Government's Priorities through the value-add and premium agrifood sectors.
6. Access to world-leading research, development and innovation is essential for the international competitiveness of the State's primary industries (\$11.7 billion gross value of production in 2018-19). Through the Department's \$50 million Building Grains Research and Development Capacity project and scientific research partnerships with the Grains Research and Development Corporation, Horticulture Innovation Australia and Meat and Livestock Australia, the Department will continue to deliver world-leading grains, horticulture and livestock research and development, driving Western Australian jobs, productivity and export earnings.
7. To support regional jobs and local content outcomes, the Government introduced the *Jobs Act 2017*, thereby enabling both the Western Australia Industry Participation Strategy and Western Australia Industry Link. Part of the Department's commitment to the Western Australia Industry Link was establishing the Local Content Adviser Network (LCAN). The LCAN maximises the participation of regional businesses in contracting opportunities, thereby supporting growth in regional Western Australia and increasing the contribution of regional businesses to the State's economy.
8. The need to rapidly respond to biosecurity incidents, including pest and disease incursions, continues to place pressure on the Department. This is evidenced by recent and ongoing incident responses to Queensland Fruit Fly, Red Imported Fire Ant, ehrlichiosis in dogs, and various other threats. Robust biosecurity underpins the State's reputation as a world-class food producer and our market access, and supports our environmental and social amenity.
9. Climate change and climate variability remain a challenge for natural resource management and primary industries. The Department supports primary industries in responding to these challenges, including managing aquatic resources which, given their vulnerability to environmental change, require continued monitoring and review. The Department will provide planning information and decision-making tools for agricultural producers and land managers and will work with Natural Resource Management groups and grower organisations to explore best practice in regenerative agriculture, focusing on premium food markets that can be accessed by farmers using these methodologies.

10. The carbon economy is presenting investment opportunities across the State's rangelands and agricultural regions. The Department has established the policy framework to support pastoral leaseholders' participation in the Commonwealth Emissions Reduction Fund. Work is ongoing to realise opportunities for carbon sequestration in Western Australia, with the potential to also deliver economic, social and environmental-benefits, such as improved agricultural productivity.
11. Changing domestic and international consumer expectation around animal welfare could affect our livestock industries and their community support. The Department will strengthen the State's animal welfare framework by modernising legislation, regulating animal welfare standards, and undertaking appropriate compliance activities to improve animal welfare outcomes.
12. In 2017, the Auditor General reviewed the administration of the State's pastoral estate, citing concerns about the ecological sustainability of the pastoral lands and environmental outcomes. The Pastoral Lands Board also found the system constrained economic development, particularly as it did not provide security of tenure for investment. The Department, with the Department of Planning, Lands and Heritage, is progressing Pastoral Lands Reform to enhance social, environmental and economic outcomes in Western Australia's pastoral rangelands.
13. The Department will continue to ensure its service delivery model supports the State's primary industries and regions to capitalise on their growth potential. The Department will continue to deliver on the Government's and the public's expectations regarding efficiency improvements by integrating its core corporate business systems and streamlining its internal business practices, to deliver better value for the Western Australian community.
14. The Department's facilities in Kensington, Perth accommodate a significant number of the Department's metro-based staff and critical State laboratory infrastructure. The Department has begun a program of addressing both short and long-term accommodation solutions to enable it to continue to support the State's valuable primary industries.

WA Recovery Plan

15. The COVID-19 pandemic has impacted heavily in regional areas. The WA Recovery Plan, which seeks to address and mitigate these regional impacts, outlines commitments to initiatives centred on strengthening business, consumer confidence and employment. The Department will deliver a range of recovery initiatives, including industry development projects and infrastructure initiatives. The industry initiatives include a Food and Beverage Value Add Fund, rock lobster and commercial fisheries support, a Food Industry Innovation program and a regional accommodation and travel support scheme (and an associated Attracting Young People to Work in the Regions campaign). The Department's infrastructure priorities will support a range of capital works across aquaculture (Albany Shellfish Hatchery and Geraldton Finfish Hatchery), tourism (Margaret River Main Street Development (Phase 3) and Broome Town Beach Jetty), Aboriginal development (Residential Facility for Martu Students) and local government infrastructure capacity (Newman Waste Water Treatment Plan).

Resource Agreement

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

Outcomes, Services and Key Performance Information

A new Outcome Based Management Structure was implemented in 2020-21 and therefore only limited key performance information (KPI) is available for comparative purposes in previous years.

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
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Regional Western Australia has the investment to grow and create jobs.	1. Regional Industry and Community Development Investment Facilitation 2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions
	Regional Western Australia has the technology to grow and create jobs.	3. Regional Technical and Technological Development
	Regional Western Australia has the skills and knowledge to grow and create jobs.	4. Regional Skills and Knowledge Development
	Regional Western Australia has the social amenity, through recreational fisheries, to grow and create jobs.	5. Regional Social Amenity Development
	Western Australia agriculture and fishing protect their biosecurity advantages and integrity.	6. Agricultural and Fisheries Biosecurity and Integrity
	Western Australia agriculture and fishing protect the sustainability of the natural resources on which they rely and impact.	7. Agricultural and Fisheries Natural Resource Management

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Regional Industry and Community Development Investment Facilitation	166,680	187,601	137,483	178,635	123,473	110,514	99,848
2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions	30,291	24,472	30,995	32,418	32,458	32,620	32,783
3. Regional Technical and Technological Development	71,620	92,975	65,359	84,115	72,302	69,583	67,072
4. Regional Skills and Knowledge Development	20,223	20,746	19,393	22,493	17,943	16,929	15,691
5. Regional Social Amenity Development	17,513	18,913	37,405	31,240	27,316	26,253	25,342
6. Agricultural and Fisheries Biosecurity and Integrity	77,009	78,993	86,223	83,884	84,303	84,725	85,148
7. Agricultural and Fisheries Natural Resource Management	64,187	59,543	73,844	73,371	73,698	74,066	74,437
Total Cost of Services	447,523	483,243	450,702	506,156	431,493	414,690	400,321

(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 ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Regional Western Australia has the investment to grow and create jobs:					
Ratio of the value of grants awarded from the Department for industry and community development initiatives to the value of co-contributions committed from non-WA government recipients ^(c)	n/a	n/a	n/a	1:1	
Outcome: Regional Western Australia has the technology to grow and create jobs:					
Percentage of clients satisfied with the Department's technology initiatives ^(c)	n/a	n/a	86%	80%	
Outcome: Regional Western Australia has the skills and knowledge to grow and create jobs:					
Percentage of clients satisfied with Department's capability initiatives.....	73%	70%	75%	70%	
Outcome: Regional Western Australia has the social amenity, through recreational fisheries, to grow and create jobs:					
Percentage of clients satisfied with the Department's management of recreational fishing.....	86%	85%	90%	85%	
Outcome: Western Australia agriculture and fishing protect their biosecurity advantages and integrity:					
Percentage of exotic terrestrial weed, pest and disease threats resolved appropriately	62.5%	60%	62.3%	60%	
Percentage of invasive aquatic pests and exotic diseases resolved appropriately	0%	60%	50%	60%	1
Outcome: Western Australia agriculture and fishing protect the sustainability of the natural resources on which they rely and impact:					
Percentage change in the spatial extent of the southwest cropping region that maintains sufficient year-round ground cover for protecting and improving soil health	-2.5%	>0%	-0.4%	0%	2
Number of soil health extension workshops held	31	30	46	24	3
Proportion of fish stocks identified as not being at risk or vulnerable through exploitation	98%	97%	98%	95%	
Percentage of commercial and recreational fisheries where acceptable catches (or effort levels) are achieved	96%	90%	91%	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.

(c) The key effectiveness indicator has been changed for the 2020-21 financial year and no comparable data is available.

Explanation of Significant Movements

(Notes)

- Only one incident was declared in 2018-19 (late June 2019), which was not resolved before the end of the financial year. While this meant the target in 2018-19 was not met, the incident was resolved before the end of July 2019. While all incidents have been appropriately managed to date, two of the four aquatic pests and exotic diseases incidents occurring in 2019-20 are still subject to ongoing surveillance and/or response, and as such this reflects a 10% shortfall against the target.
- The area of the Southwest cropping region with sufficient ground cover in autumn 2019 (exceeding the 40% threshold) covers 95.1% of arable land. This area represents slightly less than the target (-0.4%) but is an improvement over 2018-19 (-2.5%). All seasons in 2019-20 had less ground cover than the 10-year median.
- Due to COVID-19 impacts and the cancellation of many events such as field days and the Perth Royal Show, the 2020-21 Budget Target has been reduced by 20% as the Department is unable to deliver presentations which would normally be done at these events.

Services and Key Efficiency Indicators

1. Regional Industry and Community Development Investment Facilitation

This service facilitates the development of primary industries and regions. It includes activities such as: de-risking third-party investments by establishing clear investment pipelines and development approvals processes; facilitating cross and inter-government contacts with potential investors and investees; leveraging Government's investment by attracting research provider and industry co-investment; and other development activities.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service ^(b)	\$'000 166,680	\$'000 187,601	\$'000 137,483	\$'000 178,635	1
Less Income	31,831	19,175	9,212	7,248	2
Net Cost of Service	134,849	168,426	128,271	171,387	
Employees (Full-Time Equivalents)	280	364	271	291	
Efficiency Indicators					
Average cost per hour to deliver regional industry and community development investment facilitation	\$285.31	\$274.12	\$279.94	\$348.91	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.

(b) The Department undertook an organisational redesign which resulted in a restructure of the agency and redefined services based on the outcomes to be delivered. This had the effect of re-distributing the resources (both financial and full-time equivalents (FTEs)) allocated to services to achieve better outcomes.

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual Total Cost of Services is \$50.1 million below the 2019-20 Budget, mainly attributable to the delay in delivery of Royalties for Regions programs such as the Regional Development Leverage Unit, Regional Aged Accommodation Program, Ord Expansion Project, Regional Economic Development Scheme, Pilbara Aboriginal Town-based Reserves, North West Aboriginal Housing Initiative, Living Lakes (Stage 3) and the Carnarvon Flood Mitigation Works due to the COVID-19 pandemic, which restricted intrastate travel, limiting the ability to deliver these projects. An amount of \$33.8 million has been approved for carryover to the 2020-21 Budget Target. Some of the underspend in the 2019-20 Actual relates to staff vacancies which are planned to be filled in the 2020-21 Budget year.
2. The 2019-20 Budget and 2018-19 Actual included income from the Regional Reform Fund (administered item) which was previously reflowed through the controlled operations. The accounting treatment of the Regional Reform Fund was amended in 2019-20 so that the administered items are not included in controlled. This is reflected in the 2020-21 Budget Target, which is in line with the 2019-20 Actual.
3. The 2020-21 Budget Target key efficiency indicator increases significantly from the 2019-20 Actual largely due to the underspend in 2019-20 with this funding carried over to 2020-21 (refer to Note 1 above).

2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions

This service focuses on the Department supporting each Regional Development Commission (RDC) to establish its annual business plan and providing agreed resources to assist and support RDCs in meeting statutory obligations.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service ^(b)	\$'000 30,291	\$'000 24,472	\$'000 30,995	\$'000 32,418	1
Less Income	1,036	nil	356	294	
Net Cost of Service	29,255	24,472	30,639	32,124	
Employees (Full-Time Equivalents) ^(b)	123	131	117	124	
Efficiency Indicators					
Average cost per hour to deliver corporate and business development services to support RDCs	\$131.30	\$118.83	\$139.00	\$129.42	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.

(b) The Department undertook an organisational redesign which resulted in a restructure of the agency, and redefined services based on the outcomes to be delivered. This had the effect of re-distributing the resources (both financial and FTEs) allocated to services to achieve better outcomes.

Explanation of Significant Movements

(Notes)

1. Total Cost of Service has increased in the 2019-20 Actual compared to the 2019-20 Budget which is mainly attributable to the inclusion of grants and grant management services via the RDCs, previously included within Services 1 and 4.
2. The Net Cost of Service in the 2019-20 Actual and 2020-21 Budget Target exceeds the 2019-20 Budget due to inclusion of grants and grant management services provided via the RDCs, previously included within Services 1 and 4.

3. Regional Technical and Technological Development

This service provides research, development and innovation to catalyse primary industry and regional growth. It focuses on agronomic and business development including, updating the technologies needed to retain the competitiveness of regionally-significant businesses as they exist today and developing new technologies.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service ^(b)	\$'000 71,620	\$'000 92,975	\$'000 65,359	\$'000 84,115	1
Less Income	23,413	18,748	24,701	20,419	2
Net Cost of Service	48,207	74,227	40,658	63,696	
Employees (Full-Time Equivalents) ^(b)	259	242	267	278	
Efficiency Indicators					
Average cost per hour to deliver regional technical and technological development	\$110.27	\$181.71	\$90.27	\$135.74	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.

(b) The Department undertook an organisational redesign which resulted in a restructure of the agency, and redefined services based on the outcomes to be delivered. This had the effect of re-distributing the resources (both financial and FTEs) allocated to services to achieve better outcomes.

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual Total Cost of Service is \$27.6 million below the 2019-20 Budget, mainly attributable to the delay in delivery of Royalties for Regions Funding for projects such as the State Agricultural Telecommunication Infrastructure Fund and the Regional Telecommunications Project following COVID-19, which restricted intrastate travel, limiting the ability to deliver these programs. An amount of \$16.2 million has been approved for carryover to the 2020-21 Budget Target.
2. The 2019-20 Actual Income is \$6 million above the 2019-20 Budget, which mainly relates to the timing of grants and subsidies received.
3. The reduction in the 2019-20 Actual reflects the impact of COVID-19 on the ability to deliver on externally funded projects. The 2020-21 Budget Target reflects that the Department plans to deliver on many of these projects during 2020-21.

4. Regional Skills and Knowledge Development

This service aims to develop skills and knowledge in primary industries and regions. It includes developing, conducting, contracting and/or encouraging training and education programs and workshops and making information available in a range of user-friendly and integrated formats including websites, presentations, publications and decision-support applications.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service ^(b)	\$'000 20,223	\$'000 20,746	\$'000 19,393	\$'000 22,493	
Less Income	4,868	3,654	3,497	2,890	
Net Cost of Service	15,355	17,092	15,896	19,603	
Employees (Full-Time Equivalents) ^(b)	56	52	58	62	
Efficiency Indicators					
Average cost per hour to deliver regional skills and knowledge development ^(b) ...	\$162.44	\$194.72	\$161.81	\$187.31	

(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 Department undertook an organisational redesign which resulted in a restructure of the agency, and redefined services based on the outcomes to be delivered. This had the effect of re-distributing the resources (both financial and FTEs) allocated to services to achieve better outcomes.

5. Regional Social Amenity Development

This service focuses on facilitating the development of amenities in areas such as recreational fishing, education, health and connectivity, to support regional growth and resilience. This will involve working collaboratively across governments, industries and communities to identify, define, champion, support and/or fund development initiatives.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service ^(b)	\$'000 17,513	\$'000 18,913	\$'000 37,405	\$'000 31,240	1
Less Income	9,377	10,584	9,047	7,477	2
Net Cost of Service	8,136	8,329	28,358	23,763	
Employees (Full-Time Equivalents) ^(b)	114	127	111	114	
Efficiency Indicators					
Average cost per hour to deliver regional social amenity development.....	\$42.48	\$38.85	\$151.99	\$123.49	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.

(b) The Department undertook an organisational redesign which resulted in a restructure of the agency, and redefined services based on the outcomes to be delivered. This had the effect of re-distributing the resources (both financial and FTEs) allocated to services to achieve better outcomes.

Explanation of Significant Movements

(Notes)

1. Total Cost of Service has increased in the 2019-20 Actual compared to the 2018-19 Actual and 2019-20 Budget due to the reallocation of resources across service areas such as shark aerial surveillance from Service 6 (\$3.7 million) together with increased funding for the Broome Chinatown project (\$5.5 million) and the Mandurah foreshore development (\$5 million).
2. Income received mainly reflects Recreational Fishing licence fees, with the 2019-20 Actual reflecting a reduction from the 2019-20 Budget due to the impact COVID-19 had on the ability to travel to the regions. This is expected to impact further on the 2020-21 Budget Target with Western Australian State borders closed to both domestic and foreign tourism. This expected reduction in fees will be reimbursed through an increase in Consolidated Account revenue.
3. The increase in the 2019-20 Actual and the 2020-21 Budget Target relative to the 2019-20 Budget is attributable to increased grants and subsidies expense in these years which does not have any additional FTE attributed to these programs.

6. Agricultural and Fisheries Biosecurity and Integrity

This service focuses on maintaining and enhancing Western Australia's biosecurity status and meeting Western Australia's national and international commitments. Activities span a wide range of research, monitoring, analytical, educational, assessment and policy activities in both legislated and non-legislated aspects of terrestrial and aquatic biosecurity risk management. It also includes integrity matters such as animal welfare regulatory obligations.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service ^(b)	\$'000 77,009	\$'000 78,993	\$'000 86,223	\$'000 83,884	
Less Income	22,445	17,400	19,918	16,465	1
Net Cost of Service	54,564	61,593	66,305	67,419	
Employees (Full-Time Equivalents) ^(b)	387	361	393	415	
Efficiency Indicators					
Average cost per hour to deliver agricultural and fisheries biosecurity and integrity	\$83.53	\$101.08	\$99.85	\$96.24	

(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 Department undertook an organisational redesign which resulted in a restructure of the agency, and redefined services based on the outcomes to be delivered. This had the effect of re-distributing the resources (both financial and FTEs) allocated to services to achieve better outcomes.

Explanation of Significant Movements

(Notes)

- Income received mainly relates to regulatory fees, user charges and other revenue. The revenue in the 2019-20 Actual was higher than the 2019-20 Budget largely due to the receipt of additional once-off Commonwealth funding of \$1 million for the State Barrier Fence, \$0.4 million for the National Browsing Ant Western Australia Eradication Program and \$0.4 million for the Southern Forest Irrigation Scheme. The Income declines in the 2020-21 Budget Target given the once-off nature of the Commonwealth funding received in 2019-20.

7. Agricultural and Fisheries Natural Resource Management

This service supports the productive capacity of terrestrial and aquatic natural resources that underpins Western Australia's primary industries. Activities span a wide range of research, monitoring, analytical, educational, assessment and policy activities in both legislated and non-legislated aspects of terrestrial and aquatic natural resource management.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service ^(b)	\$'000 64,187	\$'000 59,543	\$'000 73,844	\$'000 73,371	
Less Income	35,717	33,650	36,338	30,038	1
Net Cost of Service	28,470	25,893	37,506	43,333	
Employees (Full-Time Equivalents) ^(b)	321	315	357	360	
Efficiency Indicators					
Average cost per hour to deliver agricultural and fisheries natural resource management ^(b)	\$52.54	\$48.70	\$62.16	\$71.31	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.

(b) The Department undertook an organisational redesign which resulted in a restructure of the agency, and redefined services based on the outcomes to be delivered. This had the effect of re-distributing the resources (both financial and FTEs) allocated to services to achieve better outcomes.

Explanation of Significant Movements

(Notes)

1. Income in the 2020-21 Budget Target is below the 2019-20 Budget and 2019-20 Actual as a result of the deferral and/or waiver of licences and fees as a result of COVID-19. This expected reduction in fees will be reimbursed through an increase in Consolidated Account revenue.
2. The average cost per hour in the 2020-21 Budget Target is higher than the 2019-20 Actual as a result of the lower expected income following the deferral and/or waiver of licences and fees as a result of COVID-19, as well as lower FTE allocation following the organisational redesign program.

Asset Investment Program

1. The Department's Asset Investment Program (AIP) provides for the replacement, maintenance, upgrade and expansion of assets that support the delivery of services throughout the State. These assets include, but are not limited to, buildings and infrastructure, progressive replacement of marine vessels, information systems and operational equipment.
2. The approved AIP (excluding the WA Recovery Plan projects and underspend provision) for 2020-21 is \$73.4 million, which includes the following significant projects:
 - 2.1. \$15.3 million will be invested to upgrade laboratories and associated offices at the South Perth site to meet the immediate needs of the Department;
 - 2.2. \$11.2 million for the Industry Attraction and Development Fund - Collie as part of the further economic plan for the region with funding being set aside for future industry development projects;
 - 2.3. investment of \$8.3 million to integrate and update the Department's core business systems, including the Human Resource Management Information System, Finance Management Information System, and Enterprise Documents and Records Management System. The upgrading of the Department's core business systems was identified as a critical component in delivering Machinery of Government efficiencies and to ensure systems were fully integrated to deliver on the requirements of an amalgamated agency, however, this was delayed by the organisational re-design and COVID-19;
 - 2.4. \$7.8 million for the Royalties for Regions program North West Aboriginal Housing Initiative to increase housing choices and support services for Aboriginal families as a means of improving education and employment outcomes, increasing aspiration and independence, supporting individuals, families and communities to increase capacity and resilience, and enabling wealth creation;
 - 2.5. \$5.8 million will be invested to support the development of a Geraldton Marine Finfish Nursery Facility at the Batavia Coast Marine Institute; and
 - 2.6. finalisation of the current phase of the Wild Dog Action Plan with \$6.5 million to be spent on the replacement and extension of the State Barrier Fence to limit the entry of wild dogs, emus and kangaroos into agricultural regions, which impacts on high value crops and pastures.

WA Recovery Plan

3. An additional \$83.5 million will be spent over 2019-20 to 2023-24 on key projects under the WA Recovery Plan which includes:
 - 3.1. \$78.1 million on the Transforming Bunbury Waterfront Stage 3 Phase 1 project, subject to finalisation of the business case. This project includes the construction of new breakwaters at Casuarina Boat Harbour and Koombana Bay, establishment of serviced hardstand areas and associated enabling infrastructure (lifter jetties and repair shed) in Casuarina Boat Harbour, site development for an onshore boat stacking facility, as well as upgrades to the existing boat launching facility and new public amenities;
 - 3.2. \$2.7 million to fast track the construction and increase capacity of the Geraldton Finfish Nursery with the aim to facilitate the supply of juvenile fish in 2021-22;
 - 3.3. \$1.5 million for the Katanning Sheep Transition project which will deliver infrastructure for a new sheep feed facility to support research into feed efficiency and methane production in sheep;
 - 3.4. \$0.7 million for the Albany Shellfish Hatchery to facilitate additional infrastructure and expand the hatchery's production capacity; and
 - 3.5. \$0.5 million to provide additional infrastructure and resources at the Department's Hillarys research facility to support studies into developing tropical black lip rock oyster and other shellfish species.

	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
WORKS IN PROGRESS							
Abrolhos Islands							
Airstrips Rolling Program	1,074	674	-	200	100	100	-
General Rolling Program	2,322	1,543	21	379	200	200	-
Agricultural Sciences Research and Development Fund	1,081	228	228	853	-	-	-
Equipment Replacement							
Equipment Replacement Program	36,451	29,246	3,501	1,899	2,653	2,653	-
Fit-out Furniture and Office Equipment Rolling Program	6,663	4,134	450	1,329	600	600	-
Operational Equipment Rolling Program	5,584	4,055	609	701	414	414	-
Small Boats and Trailers Rolling Program	14,645	8,545	1,026	2,978	1,561	1,561	-
Geraldton Marine Finfish Nursery Facility	6,041	291	291	5,750	-	-	-
Great Kimberley Marine Park	698	373	268	325	-	-	-
Help Grain Growers to Better Manage Risk (e-Connected Grainbelt)	2,895	2,882	233	13	-	-	-
Information Systems Upgrade							
Computing Hardware and Software Rolling Program	4,000	3,134	-	416	300	150	-
Information Management Systems Upgrade	32,219	27,980	-	2,789	1,450	-	-
Information System Development Rolling Program	3,592	1,270	-	1,122	800	400	-
Shark Monitoring Network	895	670	45	75	75	75	-
Laboratory Upgrades - Kensington Site	18,390	90	90	15,270	3,030	-	-
Regional Natural Resource Management Program	9,811	6,289	1,385	2,420	1,102	-	-
Wild Dogs Action Plan	10,328	3,851	1,834	6,477	-	-	-
COMPLETED WORKS							
Boosting Grains Research and Development	9,301	9,301	1,597	-	-	-	-
Dolphin Discovery Centre	12,255	12,255	-	-	-	-	-
Extension of Doppler Radar Coverage	250	250	250	-	-	-	-
Insurance Recovery Capital Project - Merredin	1,090	1,090	1,090	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Albany Shellfish Hatchery	700	-	-	500	200	-	-
Geraldton Finfish Nursery	2,657	-	-	1,000	1,052	605	-
Hillary's Facilities Upgrade	500	-	-	300	200	-	-
Katanning Sheep Transition	1,500	-	-	1,100	400	-	-
Provision of FLUPSYs	87	-	-	65	22	-	-
Transforming Bunbury's Waterfront Stage 3 - Phase 1	78,100	-	-	1,700	5,600	40,300	30,500
Other New Works							
Asset Investment Underspend Provision ^(b)	(55,063)	-	-	(37,276)	(17,787)	-	-
Boosting Bio-security Defences	937	137	137	800	-	-	-
Building Grains Research and Development Capacity	4,000	-	-	1,000	1,000	1,000	1,000
Capability Review - Core Systems Upgrade							
Enterprise Document and Records Management System	3,358	-	-	2,245	1,113	-	-
Financial Management Information System	4,700	-	-	3,191	1,459	50	-
Human Resource Management Information System	4,141	-	-	2,829	1,262	50	-
Frank Wise Tropical Research Institute Refurbishment	1,265	5	5	1,260	-	-	-
Industry Attraction and Development Fund - Collie	21,877	-	-	11,245	10,632	-	-
Metropolitan Accommodation Facilities	1,000	-	-	1,000	-	-	-
Modern Biosecurity and Product Integrity	4,750	-	-	750	2,000	1,000	1,000
North West Aboriginal Housing Initiative	48,191	-	-	7,774	7,774	8,578	24,065
Total Cost of Asset Investment Program	302,285	118,293	13,060	42,479	27,212	57,736	56,565
FUNDED BY							
Capital Appropriation			-	27,235	11,113	2,080	1,000
Commonwealth Grants			1,000	-	-	-	-
Drawdowns from Royalties for Regions Fund			4,234	23,929	12,734	2,321	25,065
Drawdowns from the Holding Account			5,846	5,846	5,778	5,778	-
Funding Included in Royalties for Regions Administered Item			-	(35,576)	(12,187)	40,300	30,500
Internal Funds and Balances			890	13,271	2,000	-	-
Other			1,090	-	-	-	-
Other Grants and Subsidies			-	7,774	7,774	7,257	-
Total Funding			13,060	42,479	27,212	57,736	56,565

(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 asset investment underspend provision ensures the total Royalties for Regions expenditure, across the entire program, remains under the approved expenditure limit, recognising that not all projects will spend their respective budgets.

Financial Statements

1. The 2019-20 Budget reflects the treatment of Government Office Accommodation (GOA) inter-agency leasing arrangements in accordance with AASB 16: *Leases*. Subsequent to the release of the 2019-20 Budget it was determined that GOA inter-agency leasing arrangements were outside the scope of AASB 16 and therefore not required to be reported on the Statement of Financial Position. GOA leasing arrangements are now expensed as incurred and reflected as such from the 2019-20 Actual onwards.

Income Statement

Expenses

2. The increase in the Total Cost of Services from the 2019-20 Actual to the 2020-21 Budget Estimate of \$55.5 million (12.3%) is largely due to delays in various Royalties for Regions programs such as the Regional Telecommunications Project, State Agricultural Telecommunication Infrastructure Fund, Regional Development Leverage Unit and the Regional Aged Accommodation Program, reflecting later than expected submission of project proposals by proponents, travel restrictions during the COVID-19 pandemic and grant recipients being unable to meet milestones and financial obligations.
3. The increase in Other Expenses from the 2019-20 Budget to the 2019-20 Actual of \$19.1 million (99%) is largely due to the once-off return of unspent Royalties for Regions grants, such as the Aboriginal Community Emergency Response Fund, East River Road Bridge Project and Carnarvon Flood Mitigation Works.

Income

4. The reduction in own source revenue relating to the regulatory fees between the 2019-20 Actual and 2020-21 Budget resulted from the waiver and/or deferral of a number of fees within the Agricultural and Fisheries portfolios, following the State's response to the COVID-19 pandemic.
5. The increase in service appropriations from 2019-20 Budget to the 2019-20 Actual relates to the additional funding for a Voluntary Severance Scheme and compensation for the shortfall in own source revenue as a result of the COVID-19 pandemic. The increase in service appropriation of \$18.5 million between the 2019-20 Actual and 2020-21 Budget relates to funding received to compensate the Department for the shortfall in own source revenue including funding for multiple initiatives approved as part of the WA Recovery Plan.

Statement of Financial Position

6. The increase in restricted cash of \$46.3 million between the 2019-20 Budget and 2019-20 Actual is due to the revised timeline of the delivery of a number of Royalties for Regions and externally funded programs as a result of the COVID-19 pandemic. Approximately \$32 million is expected to be spent in 2020-21 from the restricted cash reserves to continue the delivery of these projects.
7. The increase in the Total Non-current Assets between the 2019-20 Actual and 2020-21 Budget results from the increased schedule of works approved as part of the 2020-21 Asset Investment Program, and the increase in the holding account receivables to fund the annual depreciation and amortisation.

Statement of Cashflows

8. The net cash in the 2020-21 Budget Target decreases from the 2019-20 Actual reflecting the approved carryover of Royalties for Regions funding for projects such as the Regional Telecommunication Project, State Agricultural Telecommunication Infrastructure Fund, Regional Development Leverage Unit and the Regional Aged Accommodation Program due to delays in submissions for project proposals, and grant recipients unable to meet milestones and financial obligations due to COVID-19.

INCOME STATEMENT ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	196,234	191,248	202,266	202,486	202,851	203,097	218,169
Grants and subsidies ^(d)	93,755	114,676	82,097	138,651	76,613	62,270	56,479
Supplies and services	92,111	114,955	87,576	106,164	89,317	89,985	71,221
Accommodation	12,261	7,948	18,300	11,015	16,851	16,871	16,650
Depreciation and amortisation	18,484	31,829	20,927	28,424	27,555	24,164	19,444
Finance and interest costs	1,484	3,368	1,231	973	571	505	523
Other expenses	33,194	19,219	38,305	18,443	17,735	17,798	17,835
TOTAL COST OF SERVICES	447,523	483,243	450,702	506,156	431,493	414,690	400,321
Income							
Sale of goods and services	4,480	5,325	4,674	5,663	6,419	7,744	8,826
Regulatory fees and fines	48,853	52,489	49,651	31,177	52,021	52,380	52,711
Grants and subsidies	30,871	34,930	32,015	39,889	38,144	36,514	31,483
Other revenue	44,483	10,467	16,729	8,102	7,676	7,636	7,651
Total Income	128,687	103,211	103,069	84,831	104,260	104,274	100,671
NET COST OF SERVICES	318,836	380,032	347,633	421,325	327,233	310,416	299,650
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(e)	163,033	172,155	196,374	225,048	200,878	190,135	190,862
Resources received free of charge	2,784	2,166	2,346	1,849	1,849	1,849	1,849
Royalties for Regions Fund:							
Country Local Government Fund	-	4,000	-	1,000	1,500	1,500	-
Regional Community Services Fund	92,288	126,185	65,067	107,652	70,044	56,737	38,361
Regional Infrastructure and Headworks							
Fund	31,190	10,306	5,521	12,762	6,197	8,300	10,633
Regional and state-wide initiatives	36,564	42,100	59,286	61,651	58,518	58,454	57,454
TOTAL INCOME FROM STATE GOVERNMENT	325,859	356,912	328,594	409,962	338,986	316,975	299,159
SURPLUS/(DEFICIENCY) FOR THE PERIOD	7,023	(23,120)	(19,039)	(11,363)	11,753	6,559	(491)

(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 1,540, 1,574 and 1,644 respectively.

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

(e) The variance between the 2019-20 Budget and the 2019-20 Actual reflects, among others, the revised accounting treatment of Government Office Accommodation inter-agency leasing arrangements.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
Aboriginal Governance and Leadership							
Development Program.....	4	471	-	1,300	1,004	1,002	1,001
Agricultural Sciences Research and							
Development Fund	3,569	1,990	2,263	-	-	-	-
Agricultural Senior Officers Committee							
Natural Resource Management Groups	2,689	3,113	3,093	3,253	3,309	3,365	3,483
Agriculture - Externally Funded Projects	5,005	8,390	5,307	6,560	4,970	3,948	3,948
Albany Artificial Surf Reef Business Case.....	250	250	150	100	-	-	-
Albany Wave Energy Research.....	4,205	1,083	1,083	1,084	-	-	-
Australian Export Grain Innovation Centre	-	-	-	3,000	3,000	3,000	3,000
Broome Chinatown Revitalisation.....	-	-	5,500	6,450	-	-	-
Busselton Margaret River Airport	-	-	1,740	-	-	-	-
Carnarvon Flood Mitigation Works - Stage 2....	-	2,828	-	2,528	-	-	-
Collie Futures Fund	698	250	289	200	250	-	-
Collie River Revitalisation.....	-	-	125	-	-	-	-
Collie Tourism Readiness and Economic							
Stimulation Proposal.....	-	-	-	1,100	-	-	-
Community Resource Centres	3,615	-	3,066	653	-	-	-
Community Chest Grants Scheme	197	-	-	201	-	-	-
COVID-19 Response							
Food Industry Export Assistance	-	-	624	376	-	-	-
Broome Town Beach Jetty.....	-	-	-	2,987	-	-	-
Dampier Peninsula - Church.....	-	-	-	400	-	-	-
Dolphin Discovery Centre	-	-	24	-	-	-	-
Margaret River Main Street Redevelopment....	-	-	-	-	3,080	-	-
Newman Waste Water Treatment Plant	-	-	-	1,000	-	-	-
Primary Industries Workers Regional Travel							
and Accommodation Support Scheme	-	-	-	3,100	-	-	-
Residential Facility for Martu Students							
(Newman)	-	-	-	2,000	500	500	1,000
Support for Regional Chamber of Commerce....	-	-	140	-	-	-	-
Unallocated.....	-	-	-	-	-	-	90
Curtin Jiji Program	733	343	-	567	-	-	-
Dampier Peninsula Activation.....	-	-	-	1,700	1,000	-	-
Digital Farm	565	3,000	1,723	1,909	771	-	-
Digital Farm - Round 2	-	-	-	1,000	1,000	-	-
Donnybrook Town Centre Revitalisation							
South West	200	1,800	1,800	1,800	-	-	-
Doors Wide Open.....	84	-	100	100	-	-	-
Eaton/Australind Waterfront Historic Walk Trail	250	-	-	-	-	-	-
Entry Statement and Signage for Bunbury	200	-	-	-	-	-	-
Esperance Indoor Stadium	3,060	-	1,000	-	-	-	-
Essential and Municipal Services Improvement							
in Remote Aboriginal Communities	9,935	-	-	-	-	-	-
Evaluation Curtin University Jiji Program.....	-	75	-	100	-	-	-
Expansion of Aged Care for the Esperance							
Community	561	-	-	-	-	-	-
Extension to Doppler Radar Project	350	-	201	-	-	-	-
Feasibility Study Residential Colleges for							
Aboriginal Students in Newman.....	90	73	33	100	-	-	-
Food and Beverage Value Add Fund	-	-	-	3,000	3,000	3,000	3,000
Food Industry Innovation.....	-	-	-	200	230	260	280
Funding for the Royal Agricultural Society of							
Western Australia	-	-	-	1,650	-	-	-
Gascoyne Food Bowl	-	200	-	-	-	-	-
Goldfields-Esperance Arts and Culture	100	100	100	100	-	-	-
Goldfields-Esperance Revitalisation Unit.....	-	459	-	-	-	-	-
Goldfields Major Solar Feasibility	-	-	-	448	-	-	-
Grainbelt Digital Enhancement Project.....	-	-	132	355	67	-	-
Greenbushes Lithium Supply Chain							
Feasibility Study.....	-	-	-	3,800	-	-	-
Gwoonwardu Mia Aboriginal Heritage and							
Cultural Centre.....	109	-	1,313	-	-	-	-
Halifax Business Park	1,500	1,500	800	700	-	-	-
Help Grain Growers to Better Manage Risk							
(e-Connected Grainbelt)	275	150	515	-	-	-	-
Indian Ocean Territories	116	-	-	-	-	-	-
Jawun Indigenous Corporate Partnership							
Program	120	120	120	-	-	-	-
Jawun Partnership Agreement	180	280	280	-	-	-	-
Karratha Arts and Community Precinct	5,000	-	-	-	-	-	-
Killarney Retirement Living.....	359	-	-	-	-	-	-
Kimberley Schools.....	3,366	-	-	-	-	-	-
Koombana Bay Park Facilities.....	-	-	42	457	-	-	-

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Laverton Great Beyond Visitor Centre Project	-	-	300	1,000	-	-	-
Living Lakes (Stage 3)	450	-	250	-	-	-	-
Local Projects Local Jobs	-	-	94	-	-	-	-
Lock Memorial Hospital	140	-	-	-	-	-	-
Miriuwung and Gajerrong Corporation	50	-	200	-	-	-	-
Mandurah Eastern Foreshore Redevelopment	-	5,000	5,000	5,000	-	-	-
Margaret River Hub of Entertainment Arts							
Regional Tourism Project	550	-	-	-	-	-	-
Minninup Pool	100	200	200	-	-	-	-
Modern Biosecurity and Product Integrity	-	-	-	100	100	100	100
Murujuga Aboriginal Corporation - Living							
Knowledge Centre and Tourism Precinct	335	1,004	1,004	-	-	-	-
Myalup-Wellington Water for Growth	2,000	4,985	-	8,400	6,940	7,900	-
Norseman: The Heart of the Great Western							
Woodlands	-	-	399	-	-	-	-
North West Aboriginal Housing Initiative	2,784	2,677	-	2,000	2,000	5,000	2,633
Northern Beef Industry Strategy	472	101	300	-	-	-	-
Ord Expansion Project	-	4,000	-	4,000	4,000	983	-
Other Agriculture Grants	4,225	9,215	4,506	4,490	5,348	6,106	12,760
Other Fisheries Grants	456	293	615	200	200	200	200
Other Grants and Subsidies	1,246	-	2,358	-	-	-	-
Peel Harvey Estuary	115	617	617	-	-	-	-
Pilbara Aboriginal Town Based Reserves							
Tjalka Boorda Transition Plan	-	-	52	1,259	625	250	-
Unallocated	-	2,000	-	2,550	2,375	3,050	8,000
Pilbara Universities Centre	300	250	-	-	-	-	-
Potato Industry Adjustment	585	-	-	-	-	-	-
Recreational Fishing Initiatives	877	762	1,869	2,100	2,100	2,100	2,100
Regional Aged Accommodation Program	7,190	11,155	6,110	6,200	-	-	-
Regional Australia Institute	305	-	200	-	-	-	-
Regional Centres Development Plan - Stage 2	-	4,500	-	1,500	1,500	1,500	-
Regional Development Leverage Unit	-	7,000	-	7,000	5,000	5,000	5,000
Regional Economic Development Grants							
Scheme	2,419	6,250	5,562	12,767	5,000	5,000	3,000
Regional Grants Scheme	1,134	-	733	603	-	-	-
Regional Investment Initiative	-	997	-	184	-	-	-
Regional Local Content Initiative	-	100	-	150	67	67	-
Regional Men's Health	800	800	800	800	800	800	800
Regional New Industries Fund	794	-	721	-	-	-	-
Regional Telecommunications Project	8,609	9,150	3,300	11,345	-	-	-
Regional Workers Campaign	-	-	-	1,660	-	-	-
Regional Workers Incentives - Price Index							
Funding	-	-	-	175	-	175	-
Remote Rural and Regional Women's							
Network	250	-	-	-	-	-	-
Renewable Hydrogen Strategy - Policy	-	-	-	(2,500)	(2,500)	(3,000)	-
Riverview Residence - Upgrade to Over 55s							
Estate	-	2,000	-	-	2,000	-	-
Rural Farm Assistance (Rural Business							
Development Unit)	111	187	1,693	1,700	1,700	1,700	1,700
Shark Aerial Surveillance	3,338	1,525	3,637	3,905	3,905	3,905	3,905
Shark Hazard Mitigation Strategies and							
Initiatives	-	-	-	100	100	-	-
Southern Forests Food Council	595	480	480	425	-	-	-
Southern Forrest Irrigation Scheme	523	-	769	-	-	-	-
State Agriculture Telecommunications							
Infrastructure Improvement Fund							
Administration	-	-	58	183	-	-	-
Unallocated	-	7,700	-	4,600	4,600	4,650	-
Thomas Little Memorial Hall (Our Lady of							
Lourdes) Restoration	250	250	250	-	-	-	-
Transform Peel	-	-	74	-	-	-	-
WA Open for Business	1,230	-	3,673	-	-	-	-
Warmun Facility Upgrade	-	-	75	500	-	-	-
Water for Food	309	-	-	-	-	-	-
Western Australian Regional Film Fund	3,000	3,000	3,000	-	-	-	-
Western Desert Land Aboriginal Corporation							
Jiji 2 Program	-	120	-	120	-	-	-
Wild Dogs Action Plan	828	1,883	1,635	295	-	-	-
Yamatji Nation Indigenous Land Use							
Agreement - Registration	-	-	-	1,562	8,572	1,709	479
TOTAL	93,755	114,676	82,097	138,651	76,613	62,270	56,479

(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 ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
CURRENT ASSETS							
Cash assets.....	4,199	21,480	19,779	18,635	21,492	19,946	19,455
Restricted cash.....	151,620	66,909	113,162	80,922	80,045	79,978	79,978
Holding account receivables.....	5,846	4,386	8,090	9,078	10,976	12,894	12,894
Receivables.....	11,997	8,342	8,787	9,297	9,297	9,297	9,297
Other.....	15,524	19,027	20,920	14,520	14,520	14,520	14,520
Total current assets.....	189,186	120,144	170,738	132,452	136,330	136,635	136,144
NON-CURRENT ASSETS							
Holding account receivables ^(c)	141,176	168,476	160,097	181,627	200,898	217,038	236,482
Property, plant and equipment ^(c)	287,593	351,626	290,552	337,970	351,186	351,912	366,933
Intangibles.....	12,089	26,001	9,929	17,534	21,102	17,794	13,594
Restricted cash.....	1,074	2,072	1,706	2,205	2,205	2,205	2,205
Other.....	31,213	19,907	24,583	23,579	20,693	20,193	20,193
Total non-current assets.....	473,145	568,082	486,867	562,915	596,084	609,142	639,407
TOTAL ASSETS.....	662,331	688,226	657,605	695,367	732,414	745,777	775,551
CURRENT LIABILITIES							
Employee provisions.....	43,858	40,374	45,891	46,053	46,053	46,053	46,053
Payables.....	18,710	8,543	14,208	14,241	14,241	14,241	14,241
Borrowings and leases ^(c)	8,524	14,674	12,497	6,453	4,558	3,268	2,979
Other.....	7,609	10,269	14,993	13,759	13,759	13,759	13,759
Total current liabilities.....	78,701	73,860	87,589	80,506	78,611	77,321	77,032
NON-CURRENT LIABILITIES							
Employee provisions.....	8,020	8,335	9,264	9,264	9,264	9,264	9,264
Borrowings and leases.....	13,046	48,725	10,576	11,068	10,112	9,423	9,885
Other.....	-	116	791	791	791	791	791
Total non-current liabilities.....	21,066	57,176	20,631	21,123	20,167	19,478	19,940
TOTAL LIABILITIES.....	99,767	131,036	108,220	101,629	98,778	96,799	96,972
EQUITY							
Contributed equity ^(c)	561,560	607,047	555,409	610,833	638,978	647,761	677,853
Accumulated surplus/(deficit).....	(10,242)	(62,564)	(17,279)	(28,642)	(16,889)	(10,330)	(10,821)
Reserves.....	11,246	12,707	11,255	11,547	11,547	11,547	11,547
Total equity.....	562,564	557,190	549,385	593,738	633,636	648,978	678,579
TOTAL LIABILITIES AND EQUITY.....	662,331	688,226	657,605	695,367	732,414	745,777	775,551

(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 variance between the 2019-20 Budget and the 2019-20 Actual reflects, among others, the revised accounting treatment of Government Office Accommodation inter-agency leasing arrangements.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations ^(c)	139,334	140,469	169,363	196,684	173,931	166,299	171,418
Capital appropriation ^(c)	13,244	16,496	5,102	31,495	15,412	6,462	5,027
Holding account drawdowns	4,897	5,846	5,846	5,846	5,778	5,778	-
Royalties for Regions Fund:							
Country Local Government Fund	-	4,000	-	1,000	1,500	1,500	-
Regional Community Services Fund	92,288	132,216	67,301	114,454	71,044	57,737	39,361
Regional Infrastructure and Headworks Fund	31,190	14,284	7,521	29,889	17,931	9,621	34,698
Regional and state-wide initiatives	36,564	43,922	59,286	61,651	58,518	58,454	57,454
Receipts paid into Consolidated Account	-	-	(2,500)	-	-	-	-
Net cash provided by State Government	317,517	357,233	311,919	441,019	344,114	305,851	307,958
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(193,405)	(191,293)	(200,157)	(202,489)	(202,593)	(203,516)	(218,405)
Grants and subsidies	(93,775)	(114,702)	(82,098)	(138,651)	(76,613)	(62,270)	(56,476)
Supplies and services	(81,542)	(110,548)	(86,886)	(103,377)	(86,169)	(82,438)	(65,384)
Accommodation ^(c)	(12,261)	(7,944)	(18,300)	(8,534)	(11,975)	(11,835)	(11,900)
GST payments	(21,301)	(16,233)	(22,690)	(15,788)	(15,788)	(15,788)	(16,025)
Finance and interest costs ^(c)	(2,201)	(3,124)	(1,315)	(973)	(571)	(505)	(523)
Other payments	(15,135)	(19,826)	(24,308)	(21,510)	(23,239)	(24,294)	(23,021)
Receipts ^(d)							
Regulatory fees and fines	48,853	52,489	49,651	31,177	52,021	52,380	52,711
Grants and subsidies	30,871	34,930	32,015	39,889	38,144	36,514	31,509
Sale of goods and services	285	8,815	3,147	9,153	9,909	7,744	8,826
GST receipts	21,748	16,260	22,955	15,788	15,788	15,788	16,025
Other receipts	45,683	5,632	24,014	3,699	3,274	3,234	3,543
Net cash from operating activities	(272,180)	(345,544)	(303,972)	(391,616)	(297,812)	(284,986)	(279,120)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(17,155)	(45,527)	(13,060)	(78,055)	(39,399)	(17,436)	(26,065)
Other payments	(2,487)	-	(2,000)	-	-	-	-
Proceeds from sale of non-current assets	218	362	198	362	362	255	255
Other receipts	-	-	2,306	-	-	-	-
Net cash from investing activities	(19,424)	(45,165)	(12,556)	(77,693)	(39,037)	(17,181)	(25,810)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases ^(c)	(3,598)	(14,102)	(5,358)	(11,357)	(7,185)	(5,797)	(4,027)
Other payments	-	-	-	(1,037)	-	-	-
Proceeds from borrowings	-	-	-	1,037	-	-	-
Other proceeds	3,748	5,966	-	6,762	1,900	500	508
Net cash from financing activities	150	(8,136)	(5,358)	(4,595)	(5,285)	(5,297)	(3,519)
NET INCREASE/(DECREASE) IN CASH HELD	26,063	(41,612)	(9,967)	(32,885)	1,980	(1,613)	(491)
Cash assets at the beginning of the reporting period	145,694	115,168	156,893	134,647	101,762	103,742	102,129
Net cash transferred to/from other agencies	(14,864)	16,905	(12,279)	-	-	-	-
Cash assets at the end of the reporting period	156,893	90,461	134,647	101,762	103,742	102,129	101,638

(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 variance between the 2019-20 Budget and the 2019-20 Actual reflects, among others, the revised accounting treatment of Government Office Accommodation inter-agency leasing arrangements.

(d) 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	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Regulatory Fees and Fines							
Regulatory Fees	8,758	13,544	10,974	7,632	8,776	9,135	9,466
Grants and Subsidies							
Direct Grants and Subsidies Revenues							
Commonwealth - Recurrent	2,276	1,766	446	1,766	1,766	1,766	1,792
Recurrent	27,407	33,164	28,051	29,217	28,097	27,491	29,717
Capital	-	-	-	7,774	7,774	7,257	-
Sale of Goods and Services							
Sale of Goods and Services	285	8,815	3,147	9,153	9,909	7,744	8,826
GST Receipts							
GST Input Credits	16,836	10,556	18,565	9,327	9,327	9,327	9,467
GST Receipts on Sales	4,912	5,704	4,390	6,461	6,461	6,461	6,558
Other Receipts							
Interest Received - Moneys Held in							
Participating Trust Funds	392	1,009	-	1,058	1,058	1,058	1,074
National Partnership Payments							
Improving Management of Wild Dogs in WA.....	-	-	1,000	-	-	-	-
Managing Established Pest Animals and							
Weeds	1,188	-	687	-	-	-	-
National Water Infrastructure Development							
Fund - Feasibility Component - Southern							
Forests Irrigation Scheme	-	-	350	650	-	-	-
Pest and Disease Preparedness and							
Response Programs	-	-	1,231	482	507	-	-
Pest, Animal and Weed Management in							
Drought Affected Areas	-	-	250	-	-	-	-
Other Receipts (Prior Year Recoups)	9,622	-	-	-	-	-	-
Other Revenue	31,025	1,513	17,849	1,440	1,440	1,440	1,462
Receipts from Service Delivery Agreement ...	797	1,862	1,675	107	107	107	357
Receipts of Employee Contributions							
Housing Leased	-	-	-	139	142	148	162
Receipt of Rent	2,479	-	2,302	-	-	-	-
TOTAL	105,977	77,933	90,917	75,206	75,364	71,934	68,881

(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 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
INCOME							
Commonwealth Grants							
Direct Grants and Subsidies Revenue from Commonwealth - Recurrent	-	-	380	-	-	-	-
Other							
Appropriation	1,550	1,550	1,550	1,550	1,550	-	-
Interest Revenue	1,401	1,410	1,183	987	732	525	404
Other Revenue	50	-	146	-	-	-	-
Revenue from Regional and State-wide Initiatives - Recurrent	-	(76,360)	-	(101,677)	(65,567)	9,025	6,533
Revenue from Regional Community Services Fund - Recurrent	6,200	6,200	1,704	6,330	7,200	7,200	7,200
Revenue from Regional Infrastructure and Headworks Fund - Recurrent	468	-	-	28	-	-	-
TOTAL ADMINISTERED INCOME	9,669	(67,200)	4,963	(92,782)	(56,085)	16,750	14,137
EXPENSES							
Grants to Charitable and Other Public Bodies							
East Kimberley Transitional Housing	2,317	2,581	2,581	1,456	951	874	911
Essential and Municipal Services Improvement in Remote Aboriginal Communities	9,935	12,271	3,323	7,901	17,965	5,665	-
Hedland Transitional Housing Project	467	1,323	-	1,500	804	1,242	-
Kimberley Schools Project	3,376	4,700	4,748	4,872	5,395	4,566	-
Royalties for Regions Program Global Provision	-	32,092	-	18,821	24,172	16,282	6,533
State Contribution to Natural Resource Management	5,744	7,750	5,448	9,246	8,750	7,200	7,200
Other							
Royalties for Regions Program Underspend Provision	-	(89,109)	-	(112,724)	(81,965)	-	-
Supplies and Services	691	475	1,397	438	216	139	105
Western Australia Co-operatives Loan Scheme - Interest Expense to Western Australian Treasury Corporation	897	1,042	657	678	516	386	299
TOTAL ADMINISTERED EXPENSES	23,427	(26,875)	18,154	(67,812)	(23,196)	36,354	15,048

(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

FISHERIES ADJUSTMENT SCHEMES SPECIAL PURPOSE ACCOUNT

Account Purpose: The Fisheries Adjustment Schemes Special Purpose Account was established under the *Fisheries Adjustment Schemes Act 1987* (the Act). The purpose of this account is to hold funds in accordance with section 5 of the Act, which shall be applied by the Minister for the purposes prescribed by section 6 of the Act. It is mainly utilised to fund the payment of compensation agreed under the Fisheries Adjustment Scheme.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	522	522	672	565
Receipts:				
Appropriations	-	-	-	2,026
Other	5,485	7,881	4,654	9,528
	6,007	8,403	5,326	12,119
Payments	5,335	7,881	4,761	12,069
CLOSING BALANCE.....	672	522	565	50

(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.

FISHERIES RESEARCH AND DEVELOPMENT SPECIAL PURPOSE ACCOUNT

Account Purpose: The Fisheries Research and Development Special Purpose Account was continued under the *Fish Resources Management Act 1994* (the FRM Act). It is utilised to fund the management of commercial, fish and fish habitat protection and pearling and aquaculture activities.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	1,516	2,417	100	5,541
Receipts:				
Appropriations	26,540	46,620	38,629	55,336
Other	42,598	38,535	35,239	17,339
	70,654	87,572	73,968	78,216
Payments	70,554	84,464	68,427	73,785
CLOSING BALANCE.....	100	3,108	5,541	4,431

(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.

RECREATIONAL FISHING SPECIAL PURPOSE ACCOUNT

Account Purpose: The Recreational Fishing Special Purpose Account was established under the FRM Act. The purpose of the account is to hold funds, which may be applied by the Minister to any of the purposes prescribed by section 239 of the FRM Act. The funds support activity relating to recreational fishing.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance	2,500	2,500	2,500	1,960
Receipts:				
Appropriations	9,170	7,748	8,325	10,500
Other	8,802	9,932	8,418	6,618
	20,472	20,180	19,243	19,078
Payments	17,972	17,680	17,283	18,578
CLOSING BALANCE	2,500	2,500	1,960	500

(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.

ROYALTIES FOR REGIONS REGIONAL REFORM FUND

Account Purpose: The account will fund strategic reform initiatives in regional Western Australia designed to support Government objectives over time.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance	96,170	70,038	80,085	69,433
Payments	16,085	40,218	10,652	23,503
CLOSING BALANCE	80,085	29,820	69,433	45,930

(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 17 **Mines, Industry Regulation and Safety**

Part 4 **Jobs and Economic Development**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Service Appropriation							
Base Component.....	110,782	108,435	119,006	127,058	109,963	107,953	110,594
Services to Industry Component (Mining Tenement Rentals) (MTR) ^(b)	10,730	15,910	15,910	15,910	15,910	15,910	15,910
Item 47 Net amount appropriated to deliver services.....	121,512	124,345	134,916	142,968	125,873	123,863	126,504
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	1,494	1,494	1,494	1,494	1,502	1,507	1,512
Total appropriations provided to deliver services	123,006	125,839	136,410	144,462	127,375	125,370	128,016
ADMINISTERED TRANSACTIONS							
Item 48 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	89,330	87,398	87,398	112,672	62,067	38,439	13,671
Amount Authorised by Other Statutes - Petroleum (Submerged Lands) Act 1982 ...	339	215	215	351	164	147	134
CAPITAL							
Item 120 Capital Appropriation ^(c).....	-	8,403	1,491	1,930	8,135	1,544	1,578
TOTAL APPROPRIATIONS	212,675	221,855	225,514	259,415	197,741	165,500	143,399
EXPENSES							
Total Cost of Services	260,778	279,716	286,534	287,493	285,072	283,067	285,713
Net Cost of Services ^(d)	90,231	104,510	114,525	124,205	108,123	106,118	108,764
CASH ASSETS ^(e)	358,455	355,660	394,248	419,006	443,921	469,103	494,285

(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 Department has collected additional revenue for MTR from 2019-20 onwards. The increased revenue will fund the continuation of the Exploration Incentive Scheme at \$10 million per annum, which enables the Department to promote continued investment in the State and deliver services more effectively in response to industry needs. Further details on MTR appear in the Details of Administered Transactions table.

(c) Additional capital appropriation is provided to fund AASB16: *Leases* for State Fleet and Government Regional Officers' Housing, and is not reflected in the Asset Investment Program table.

(d) 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.

(e) 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 \$'000 (a)	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Accelerating Exploration Investment					
Exploration Incentive Scheme	-	5,000	-	-	-
Sensitive High Resolution Ion Microprobe (CAMECA-1300)	-	1,600	1,600	-	-
New Initiatives					
Collie Regional Processing Centre Establishment	6	294	-	-	-
Combatting Wage Theft in Western Australia	-	1,341	897	902	907
Contribution to the Yamatji Nation Indigenous Land Use Agreement	-	-	-	(40)	(40)
Coordination of Public Sector Industrial Agreement Negotiations	26	676	681	686	691
New Building and Construction Industry (Security of Payment) Bill 2020 Implementation and Administration	-	-	2,876	-	-
Ongoing Initiatives					
Home Indemnity Insurance Contract Extension to 31 December 2025 (b)	-	500	500	500	500
Increase the Number of Worksafe Inspectors and Support Staff	110	3,491	3,508	3,518	3,516
Resolution of Native Title in the South West of Western Australia	-	170	-	-	-
Royalties for Regions Funding Update	3	3	3	3	228
Other					
Streamlined Budget Process Incentive Funding	-	1,108	-	-	-

(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 figures above reflect the impact of the Home Indemnity Insurance contract extension to 31 December 2025 on the controlled statements. The impact on the administered statements is reflected in the Details of Administered Transactions table.

Significant Issues Impacting the Agency

1. The Department worked to support the implementation of Government public sector workforce priorities, including conversion of casual and fixed-term contract staff to permanent status, temporary labour hire arrangements, and wages policy. Forty-seven agreements covering around 140,000 employees have been settled during the first round of bargaining under the \$1,000 Public Sector Wages Policy Statement. A further 23 agreements covering approximately 89,000 employees have been settled for a second time.
2. As a demonstration of its commitment to regional employment, the Department converted work previously undertaken by contractors into new, permanent public sector positions, to create 10 new licensing jobs based in a new office in Collie. The Department received \$0.3 million from the Collie Industry Attraction and Retention Fund to assist with the establishment of the new office. Recruitment activities were delayed by COVID-19 pandemic and the office commenced operations on 31 August 2020.
3. In November 2019, the Government introduced its Work Health and Safety Bill 2019 (WHS Bill) to the Parliament. It is expected that the WHS Bill will be progressed through Parliament by the end of the 2020 spring session. The Bill, once enacted, will be supported by three separate sets of regulations applying to workplaces in Western Australian mines and the petroleum and geothermal sectors. The introduction of new legislation will have implications for existing industry guidance, inspector training, online systems, notification processes and other functions. In August 2019, the Premier announced an allocation of additional funding to allow for 21 additional WorkSafe Inspectors, with the full complement expected to have commenced during the first part of 2020-21. The additional inspectors will investigate fatal and serious incidents, lift the number of workplace inspections and provide more education and awareness support. A Family Support Liaison Officer is also being recruited to provide support to families who have lost a family member or those workers suffering a serious injury as they deal with the personal and family issues that may arise from the workplace safety incident.

4. In June 2020, the Government introduced the Industrial Relations Legislation Amendment Bill 2020 into Parliament. The legislation is the Government's response to recommendations made by the 2018 Ministerial Review of the State Industrial Relations System and the 2019 Inquiry into Wage Theft in Western Australia. This Bill seeks to implement a range of reforms to ensure the State system is modern, fair and accessible and to increase protections for workers.
5. In response to the Government's 2019 Inquiry into Wage Theft, additional funding has been approved for the Department to implement strategies to combat wage theft. Funding has been allocated to:
 - 5.1. three additional Industrial Inspectors to respond to wage theft;
 - 5.2. the development of education resources and promotional activities as part of the Employment Rights in WA Initiative to be undertaken by the Department;
 - 5.3. the Getting Employment Right Grants Program under which grants will be provided to employer and employee organisations to deliver education initiatives on employment rights and obligations to small businesses and their employees; and
 - 5.4. grant funding for the Employment Law Centre through a new grant agreement for the three-year period between 1 July 2020 and 30 June 2023.
6. The resources sector continued to be a strong contributor to the Western Australian economy, successfully navigating and continuing to operate throughout the COVID-19 pandemic to deliver record sales of \$172 billion in 2019-20. This was a \$21 billion increase on 2018-19 that was largely the result of improved iron ore prices and the higher iron ore sales volumes, record gold prices, increased quantities of oil sales, as well as higher nickel prices. Direct employment in the mining sector grew to more than 133,000 people, up from 127,000 the previous year. The Western Australian Government also collected \$9.3 billion in royalties (including North West Shelf grants) from the resources sector in 2019-20, while investment remains strong with an estimated \$129 billion worth of resource projects in the development pipeline as of September 2020.
7. Delivery of geological data in a timely and effective way can have a significant impact on mineral and petroleum exploration investment in Western Australia. Market appraisal has demonstrated that there is need to change how pre-competitive geoscience data is collected, stored and disseminated for use. The Department is both delivering exploration-ready datasets through an Accelerated Geoscience Program focussing on data integration and analysis of key regions; and working on developing and implementing new database systems and transform the existing datasets to modernise geological data delivery for Western Australia. It will also unlock geoscience data for other users and can be integrated with data from other government organisations to allow, for example, the management of natural resources such as water and agriculture.
8. The Department has committed to drafting legislative amendments to the *Mining Act 1978* to introduce a single approval instrument to approve mining project activities across multiple tenements, reduce the administrative burden for industry and allow automated assessment and authorisation of low risk exploration and prospecting activities subject to acceptance of standardised conditions.
9. During 2019-20, 86% of mining proposals, 99% of programs of work, 98% of environment plans and 92% of native vegetation clearing permits were finalised within the target timeframe. In excess of 90% of resource tenure applications were finalised within benchmark timelines. The Department also reduced the program of works assessment timeframe from 30 to 15 business days.
10. An Exposure Draft of the Building and Construction Industry (Security of Payment) Bill 2020 was released for final consultation in June 2020. The Bill will deliver on the Government's election commitment to provide better payment protections to subcontractors and suppliers in the building and construction industry. When passed, the Bill will implement many of the remaining recommendations made by Mr John Fiocco in the Final Report to the Minister for Commerce: Security of Payment Reform in the WA Building and Construction Industry.

11. The Department is progressing several major policy reforms to implement the recommendations from the Building Confidence - Improving the Effectiveness of Compliance and Enforcement Systems for the Building and Construction Industry across Australia report. The outcomes of these reviews will be presented for the Government's consideration in 2021 and include a:
 - 11.1. review of the residential building approval process (Building Codes of Australia (BCA) Class 1a and 10);
 - 11.2. review of the commercial building approval process (BCA Class 2 to 9);
 - 11.3. review of registration requirements for building practitioners and building contractors;
 - 11.4. proposal to register building engineers; and
 - 11.5. proposal to register fire safety practitioners.
12. The Department will implement the Government's commitment to introduce a mandatory code of conduct for prepaid funerals. The code will become effective on 1 March 2021 and will govern the management of prepaid funeral funds, improve protection for consumers and address current issues in the provision of prepaid funerals. The code will deliver on an election commitment and give consumers greater protection and certainty when entering into prepaid funeral contracts.
13. The Department is committed to implementing changes that streamline the administration of the *Charitable Collections Act 1946* with the Australian Charities and Not-for-profits Commission. These changes reduce the regulatory burden for licensed charities and incorporated associations in Western Australia.
14. In response to the Lacrosse and Grenfell Tower fire, a state-wide audit of privately owned buildings with combustible cladding is nearing completion. The Department also assisted other government departments, agencies and public universities with the coordination of assessing and responding to buildings with a combustible façade.

WA Recovery Plan

15. A significant issue facing the Department in 2020-21 will be the ongoing COVID-19 pandemic response and recovery. During 2019-20 the Department implemented a number of response measures:
 - 15.1. In response to recommendations from the National Cabinet to ban evictions for residential and commercial tenants during the COVID-19 pandemic, in April 2020 the Residential Tenancies (COVID-19 Response) Act 2020 (RTA 2020) and the Commercial Tenancies (COVID-19 Response) Act 2020 were urgently prepared to implement measures to assist tenants and landlords. A Western Australian code of conduct was also implemented to guide commercial tenants and landlords in their negotiations.
 - 15.2. The Government made \$30 million available to landlords of Western Australian private residential tenants who lost their jobs and faced financial hardship on or after 20 March 2020 due to the COVID-19 pandemic. The Residential Rent Relief Grant Scheme provides grants, equivalent to four weeks' rent, up to a maximum of \$2,000 paid directly to landlords who have provided rent relief to their tenants.
 - 15.3. The Residential Tenancies Mandatory Conciliation Service was established to help landlords and tenants who had a dispute arise under the RTA 2020. The service was introduced by the Government to help landlords and tenants reach agreement about a relevant dispute without the need to go to court.
 - 15.4. The Government has made a series of commitments to support the resources sector, including:
 - 15.4.1. exploration expenditure exemption;
 - 15.4.2. reduction in the Mines Safety Levy by 19% from 21 to 17 cents per billable hour;
 - 15.4.3. streamlining of administrative procedures for mining companies with the acceptance of electronic signatures on documents not requiring to be witnessed or sworn, and where possible emailing of other tenement-related documents;
 - 15.4.4. petroleum title suspension and extensions to work commitments considered on force majeure grounds relating to COVID-19 pandemic;
 - 15.4.5. Pilbara LNG Bunkering Hub five-year discount offered in port dues to bulk vessels bunkering with LNG;
 - 15.4.6. basic raw materials royalty rate to remain unchanged for the five-year period; and

- 15.4.7. funding of \$0.4 million to resource export hubs led by Subsea Energy Australia and Austmine to support small to medium enterprises (SME) in the energy and Mining Equipment, Technology and Services sectors in becoming export ready and more internationally competitive, which together with funding from the Department of Jobs, Tourism, Science and Innovation assists the organisations securing Commonwealth SME Export Hub Initiative Grants of \$3.8 million.
- 15.5. Consistent with the Premier's 31 March 2020 announcement of the Government's decision to provide a 12-month waiver of a range of licensing fees, the Department obtained approval from both relevant Ministers to commence drafting of regulations in the Commerce, and Mines and Industrial Relations portfolios. The regulations are expected to be made, and implementation commenced, in the first quarter of 2020-21.
- 15.6. The Department played a leading role in the Government's public sector workforce response to the COVID-19 pandemic, which included issuing two Public Sector Labour Relations circulars that establish measures to support public sector employers.
16. The Government continues to support the successful Exploration Incentive Scheme (EIS) from mining tenement rental fees in 2020-21. This program promotes resource sector investment in the State; creates jobs, predominantly in regional areas; and strengthens the State's economy. The EIS will concentrate on the acquisition and interpretation of geophysical data, integrated with geochemical and isotopic analysis. This data is vital to the search for battery and critical minerals in Western Australia. This pre-competitive data are large-cost items that are beyond the budget scope of junior and mid-tier mineral exploration companies which drive the State's exploration. The co-funded drilling component of the EIS has contributed to Western Australia leading the nation in total drilling spend in the last 12 months. In 2020-21, the EIS received a one-off additional allocation of \$5 million as part of the WA Recovery Plan.
17. The Kalgoorlie Core Library has been allocated \$7 million to be expanded. In addition to contributing to improved accessibility and capacity, and storage requirements associated with the EIS, it will create local jobs in Kalgoorlie-Boulder.
18. The Government has provided \$3.2 million to enable Curtin University to secure \$5 million in Commonwealth funding to purchase a new Sensitive High-Resolution Ion Microprobe (CAMECA-1300), which will be the first in Australia and one of only two in the world. This cutting-edge technology will aid the discovery of the next generation of mineral deposits and help to ensure the sustainability of the State's resources sector.

Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Ministers, 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 Goals	Desired Outcome	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Supporting a safe, fair and responsible future for the community, industry and resources sector.	1. Resources Advice and Regulation 3. Industry Advice and Regulation
Strong Communities: Safe communities and supported families.		2. Safety and Labour Relations Advice and Regulation 3. Industry Advice and Regulation

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Resources Advice and Regulation.....	94,213	104,686	101,236	109,869	104,631	104,062	103,391
2. Safety and Labour Relations Advice and Regulation	72,593	69,631	83,903	73,500	73,201	73,624	77,635
3. Industry Advice and Regulation	93,972	105,399	101,395	104,124	107,240	105,381	104,687
Total Cost of Services.....	260,778	279,716	286,534	287,493	285,072	283,067	285,713

(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 ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Supporting a safe, fair and responsible future for the community, industry and resources sector:					
Stakeholder satisfaction with the Department as an effective resource sector regulator ^{(c) (d)}	71%	86%	n/a	75%	
Number of work-related traumatic-injury fatalities ^(e)	12	nil	15	nil	
Stakeholder satisfaction with the Department as an effective industry regulator ^(d)	65%	75%	n/a	75%	

(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.

(c) At the time of setting the 2019-20 Budget, the stakeholder satisfaction survey had not yet been conducted. In the absence of a baseline, an ambitious target was set. In response to the result of the initial stakeholder survey, and for consistency with the industry regulator survey, the 2020-21 Budget Target is now revised down to 75%.

(d) An exemption from reporting these results was granted as it was considered not appropriate to conduct the survey when many of our stakeholders were being impacted by trading and social restrictions caused by the COVID-19 pandemic.

(e) Comprises 12 cases (10 investigated by the WorkSafe Directorate and two by the Mines Safety Directorate) in 2018-19 and 15 (13 investigated by the WorkSafe Directorate and two by the Mines Safety Directorate) in 2019-20 confirmed work related traumatic injury fatalities and relate to fatalities within the jurisdictions of Acts administered by the Department. The rolling five-year average for 2019-20 is 14.

Services and Key Efficiency Indicators

1. Resources Advice and Regulation

Ensuring the State's natural resources are developed and managed responsibly through the provision of resource advice and regulatory services to the Western Australian community.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 94,213	\$'000 104,686	\$'000 101,236	\$'000 109,869	
Less Income	49,467	49,926	46,511	51,437	
Net Cost of Service	44,746	54,760	54,725	58,432	
Employees (Full-Time Equivalents)	511	585	558	593	1
Efficiency Indicators					
Average cost of resource regulation per live title	\$4,172	\$4,768	\$4,340	\$4,641	

(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 FTEs from the 2018-19 Actual to the 2019-20 Actual (9.2%) is due to the Department converting work undertaken by contractors into permanent positions with no impact on the Total Cost of Service.

2. Safety and Labour Relations Advice and Regulation

The provision of advice and regulatory services to the Western Australian community in the area of workplace safety and labour relations.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 72,593	\$'000 69,631	\$'000 83,903	\$'000 73,500	1
Less Income	60,281	52,566	66,326	52,028	2
Net Cost of Service	12,312	17,065	17,577	21,472	
Employees (Full-Time Equivalents)	403	447	451	480	3
Efficiency Indicators					
Average cost per transaction to deliver safety and labour relations regulation services ^(b)	\$4,772	n/a	\$5,595	\$4,752	4
Percentage of high-risk work licence applications determined within agreed timeframes	96%	100%	83%	100%	5

(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) As the Outcome Based Management framework was amended to transfer the Labour Relations function between Services in 2020-21, a new efficiency indicator has been created. Therefore no 2019-20 Budget figure was set as part of the 2019-20 Budget process. Previous years costings and results have been recast for comparability purposes.

Explanation of Significant Movements

(Notes)

1. The increase between the 2018-19 Actual and the 2019-20 Actual of \$11.3 million (15.6%) is mainly due to post 2019-20 Budget decisions to increase the number of FTEs (see Note 3. below), increased accrued leave expenses and changes in the treatment of Government Office Accommodation leasing arrangements in accordance with AASB 16. A subsequent decrease between the 2019-20 Actual and the 2020-21 Budget Target of \$10.4 million (12.4%) is mainly due to reduced accrued leave expenses.
2. The increase between the 2018-19 Actual and the 2019-20 Actual of \$6 million (10%) is due to increased collections from the Mines Safety and Inspection Levy (MSIL) reflecting increased billable hours worked by the mining industry. A subsequent decrease between the 2019-20 Actual and the 2020-21 Budget Target of \$14.3 million (21.6%) is mainly due to the MSIL rate reduction in 2020-21.
3. The increase in FTE numbers from the 2018-19 Actual to the 2019-20 Actual (11.9%) is primarily due to the engagement of additional Safety Inspectors and the Department converting work undertaken by contractors into permanent positions with no impact on the Total Cost of Service.
4. The increase between the 2018-19 Actual and the 2019-20 Actual (17.2%) and the subsequent decrease between the 2019-20 Actual and the 2020-21 Budget Target (15.1%) is mainly due to one-off movements in the Total Cost of Service as detailed in Note 1. above.
5. Fluctuating resource and procedural issues affected the timeliness in the second half of 2019 resulted in delays in processing applications. Timeliness was further affected by the need to adapt work practices in response to the COVID-19 pandemic.

3. Industry Advice and Regulation

The provision of advice and regulatory services to the Western Australian community in the areas of consumer protection, building and energy services.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 93,972	\$'000 105,399	\$'000 101,395	\$'000 104,124	
Less Income	60,799	72,714	59,172	59,823	1
Net Cost of Service	33,173	32,685	42,223	44,301	
Employees (Full-Time Equivalents)	495	548	523	549	
Efficiency Indicators					
Average cost per transaction to deliver industry advice and regulation services ^(b)	\$177	\$195	\$195	\$192	

(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) As the Outcome Based Management framework was amended to transfer the Labour Relations function between Services in 2020-21, the previous years results have been recast for comparability purposes.

Explanation of Significant Movements

(Notes)

1. The decrease between the 2019-20 Budget and the 2019-20 Actual of \$13.5 million (18.6%) is mainly due to lower collections from the Building Services Levy reflecting lower building activity, and lower interest rates.

Asset Investment Program

1. Asset Investment projects will continue to deliver a range of information and communications technology (ICT) enhancements throughout the Department that will improve access to services and information. Subsequently, that will enhance service delivery and continuously improve ICT platforms to develop better connections with stakeholders.

WA Recovery Plan

2. Reinvigorating exploration activity is a priority of the WA Recovery Plan to ensure the resources sector is well-positioned to bounce-back when the global economy recovers. The expansion of the Kalgoorlie Core Library enhances the service it provides to geoscientists, junior explorers and some of the world's biggest miners. In addition, it will stimulate construction activity, create job opportunities and support local businesses.

	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
WORKS IN PROGRESS							
Information and Communications Technology (ICT)							
Infrastructure							
EnergySafety Compliance Management System							
Stage Two.....	1,381	864	250	250	267	-	-
Strategic Information Plan ^(b)	12,223	10,759	1,302	1,464	-	-	-
COMPLETED WORKS							
Asset Replacement - Computer Hardware and Software							
2019-20 Program.....	914	914	914	-	-	-	-
Building Commission - Regulation Reform ICT							
Infrastructure.....	1,628	1,628	234	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Kalgoorlie Core Library Expansion	7,000	-	-	400	6,600	-	-
Other New Works							
Asset Replacement - Computer Hardware and Software							
2020-21 Program.....	914	-	-	914	-	-	-
2021-22 Program.....	914	-	-	-	914	-	-
2022-23 Program.....	914	-	-	-	-	914	-
2023-24 Program.....	914	-	-	-	-	-	914
Total Cost of Asset Investment Program	26,802	14,165	2,700	3,028	7,781	914	914
FUNDED BY							
Capital Appropriation			-	400	6,600	-	-
Drawdowns from the Holding Account			3,577	914	914	914	914
Internal Funds and Balances.....			(877)	1,714	267	-	-
Total Funding.....			2,700	3,028	7,781	914	914

(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 impact of 2019-20 outcomes are not yet reflected in the outyears. These will be updated as part of the 2020-21 Mid-year Review.

Financial Statements

The 2019-20 Budget reflected the treatment of Government Office Accommodation (GOA) inter-agency leasing arrangements in accordance with AASB 16. Subsequent to the release of the 2019-20 Budget, it was determined that GOA inter-agency leasing arrangements were outside the scope of AASB 16 and therefore not required to be reported on the Statement of Financial Position. GOA leasing arrangements are now expensed as incurred and reflected as such from the 2019-20 Actual onwards.

Income Statement

Expenses

1. Employee benefits increased by \$19.7 million between the 2018-19 Actual and the 2019-20 Budget. This is mainly due to the Department converting work undertaken by contractors into permanent positions and a reduction in the 2018-19 accrued leave expenses. An increase in accrued leave expenses is the main reason for employee benefits increasing by \$14.8 million between the 2019-20 Budget and 2019-20 Actual.
2. Supplies and services decreased by \$15.2 million between the 2019-20 Budget and 2019-20 Actual mainly due to the Department's decreased industry management costs which reflected lower than budgeted revenue in some of the revenue streams.

Income

3. The MSIL increased by \$8.7 million between the 2019-20 Budget and the 2019-20 Actual due to increased billable hours worked by the mining industry. A subsequent decrease of \$10.3 million between the 2019-20 Actual and the 2020-21 Budget Target is due to the MSIL rate reduction in 2020-21.
4. Other Regulatory fees and fines decreased by \$14.4 million between the 2019-20 Budget and the 2019-20 Actual mainly due to lower collections from the Building Services Levy (reflecting lower building activity) and lower interest rates. They are estimated to decrease by \$12.8 million between the 2019-20 Budget and the 2020-21 Budget Target, mainly due to a 12-month waiver of a range of business and occupational licence and registration fees paid by businesses impacted by the COVID-19 pandemic.
5. Service appropriations increase by \$8.1 million between the 2019-20 Actual and the 2020-21 Budget Estimate. This is mainly due to increased funding for the EIS (\$5 million) and a contribution towards the purchase of a new sensitive High-Resolution Ion Microprobe (CAMECA-1300) (\$1.6 million in 2020-21), both part of the WA Recovery Plan.

Statement of Financial Position

6. Restricted cash is estimated to increase by \$24.3 million between the 2019-20 Actual and the 2020-21 Budget Estimate and then similar increases are expected across the forward estimates period. This is mostly due to an increase in the cash balance of the Mining Rehabilitation Fund (MRF) and is partially offset by a slight decline in cash balances from other special purpose accounts.

Statement of Cashflows

7. Repayment of borrowings decreases by \$6.5 million between the 2019-20 Actual and the 2020-21 Budget Estimate. This mainly reflects the earlier than planned repayment of the Treasurer's Advance for the MSIL.

INCOME STATEMENT ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	154,864	174,562	189,330	183,100	185,825	186,828	189,453
Grants and subsidies ^(d)	17,248	13,236	14,792	17,536	15,236	13,636	13,636
Supplies and services	45,301	48,281	33,105	46,322	42,677	41,038	41,283
Accommodation ^(e)	16,877	9,067	18,974	19,270	20,211	20,918	20,980
Depreciation and amortisation ^(e)	5,112	16,673	5,225	5,909	5,556	5,383	5,051
Finance and interest costs ^(e)	-	2,901	91	232	231	235	214
Other expenses	21,376	14,996	25,017	15,124	15,336	15,029	15,096
TOTAL COST OF SERVICES	260,778	279,716	286,534	287,493	285,072	283,067	285,713
Income							
Sale of goods and services	133	855	118	855	855	855	855
Regulatory fees and fines							
Mines Safety and Inspection Levy	41,709	35,700	44,346	34,000	34,000	34,000	34,000
Mining Rehabilitation Fund Levy	30,608	30,000	33,372	32,000	32,000	32,000	32,000
Other	84,995	94,508	80,072	81,738	94,796	94,796	94,796
Grants and subsidies	234	624	183	479	479	479	479
Other revenue	12,868	13,519	13,918	14,216	14,819	14,819	14,819
Total Income	170,547	175,206	172,009	163,288	176,949	176,949	176,949
NET COST OF SERVICES	90,231	104,510	114,525	124,205	108,123	106,118	108,764
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(e)	123,006	125,839	136,410	144,462	127,375	125,370	128,016
Resources received free of charge	3,121	2,846	5,541	2,846	2,846	2,846	2,846
Royalties for Regions Fund:							
Regional Community Services Fund	5,224	223	209	513	228	228	228
TOTAL INCOME FROM STATE GOVERNMENT	131,351	128,908	142,160	147,821	130,449	128,444	131,090
SURPLUS/(DEFICIENCY) FOR THE PERIOD	41,120	24,398	27,635	23,616	22,326	22,326	22,326

(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 1,409, 1,532 and 1,622 respectively.

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

(e) Revised accounting treatment of GOA leasing arrangements is reflected in the variance between the 2019-20 Budget and the 2019-20 Actual.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Building Commission Australian Building Codes Board.....	580	580	648	650	650	650	650
Building Commission Curtin Sustainable Built Environment	100	100	100	100	100	100	100
Co-funded Drilling (Exploration Incentive Scheme)	5,490	5,800	4,654	7,800	5,800	5,800	5,800
Combatting Wage Theft in Western Australia	-	-	-	300	-	-	-
Consumer Protection Initiatives Enhancing Consumer Rights	407	68	202	68	68	68	68
Employment Law Centre	395	-	330	330	330	330	330
Other Grants	65	-	83	-	-	-	-
Property Industry Grants	6,477	6,470	6,685	6,470	6,470	6,470	6,470
Resources Sector Research	3,564	48	1,920	1,648	1,648	48	48
Worksafe Asbestos Disease Society	100	100	100	100	100	100	100
Worksafe Farmsafe Western Australia Alliance	70	70	70	70	70	70	70
TOTAL	17,248	13,236	14,792	17,536	15,236	13,636	13,636

(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 ^(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
CURRENT ASSETS							
Cash assets.....	1,345	5,100	1,888	2,342	4,260	6,178	8,096
Restricted cash.....	355,571	349,488	390,132	414,436	437,433	460,697	483,961
Holding account receivables ^(c)	3,816	2,220	914	910	906	902	898
Receivables.....	16,380	15,136	16,242	16,332	16,422	16,512	16,602
Other.....	5,768	10,586	2,929	2,929	2,929	2,929	2,929
Total current assets.....	382,880	382,530	412,105	436,949	461,950	487,218	512,486
NON-CURRENT ASSETS							
Holding account receivables ^(c)	32,303	46,037	36,022	37,310	38,245	39,008	39,439
Property, plant and equipment ^(c)	124,903	193,981	125,847	124,723	130,224	127,570	124,720
Intangibles.....	4,361	5,322	3,053	2,536	688	-	-
Restricted cash.....	1,539	1,072	2,228	2,228	2,228	2,228	2,228
Total non-current assets.....	163,106	246,412	167,150	166,797	171,385	168,806	166,387
TOTAL ASSETS.....	545,986	628,942	579,255	603,746	633,335	656,024	678,873
CURRENT LIABILITIES							
Employee provisions.....	25,008	34,853	40,484	40,086	39,688	39,290	38,892
Payables.....	10,723	11,053	6,532	6,675	6,818	6,961	7,104
Borrowings and leases ^(c)	10,000	19,066	3,213	3,230	3,254	3,288	3,173
Other.....	16,030	14,404	24,512	24,512	24,512	24,512	24,512
Total current liabilities.....	61,761	79,376	74,741	74,503	74,272	74,051	73,681
NON-CURRENT LIABILITIES							
Employee provisions.....	11,530	7,072	7,820	7,970	8,120	8,270	8,420
Borrowings and leases ^(c)	-	57,367	2,172	1,865	1,734	1,285	1,110
Other.....	12,084	11,396	5,344	5,344	5,344	5,344	5,344
Total non-current liabilities.....	23,614	75,835	15,336	15,179	15,198	14,899	14,874
TOTAL LIABILITIES.....	85,375	155,211	90,077	89,682	89,470	88,950	88,555
EQUITY							
Contributed equity.....	234,143	240,912	229,993	231,263	238,738	239,621	240,539
Accumulated surplus/(deficit).....	121,880	124,577	146,193	169,809	192,135	214,461	236,787
Reserves.....	104,588	108,242	112,992	112,992	112,992	112,992	112,992
Total equity.....	460,611	473,731	489,178	514,064	543,865	567,074	590,318
TOTAL LIABILITIES AND EQUITY.....	545,986	628,942	579,255	603,746	633,335	656,024	678,873

(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) Revised accounting treatment of GOA leasing arrangements is reflected in the variance between the 2019-20 Budget and the 2019-20 Actual.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual \$'000 ^(b)	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations ^(c)	118,109	110,124	132,016	142,264	125,530	123,697	126,675
Capital appropriation ^(c)	-	8,403	1,491	1,930	8,135	1,544	1,578
Holding account drawdowns	3,010	3,577	3,577	914	914	914	914
Royalties for Regions Fund: Regional Community Services Fund	5,224	223	209	513	228	228	228
Net cash provided by State Government	126,343	122,327	137,293	145,621	134,807	126,383	129,395
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(164,699)	(174,810)	(173,728)	(183,348)	(186,073)	(187,076)	(189,701)
Grants and subsidies	(17,248)	(13,236)	(14,792)	(17,536)	(15,236)	(13,636)	(13,636)
Supplies and services	(36,900)	(44,555)	(30,394)	(42,686)	(39,041)	(37,401)	(37,636)
Accommodation ^(c)	(18,214)	(8,997)	(18,974)	(19,200)	(20,141)	(20,848)	(20,912)
GST payments	(10,263)	(7,507)	(12,551)	(7,507)	(7,507)	(7,507)	(7,507)
Finance and interest costs ^(c)	-	(2,901)	-	(232)	(231)	(235)	(214)
Other payments	(21,626)	(15,951)	(24,204)	(16,079)	(16,291)	(15,984)	(16,059)
Receipts ^(d)							
Regulatory fees and fines							
Mines Safety Inspection Levy	45,485	35,700	46,156	34,000	34,000	34,000	34,000
Mining Rehabilitation Fund Levy	30,516	30,000	33,464	32,000	32,000	32,000	32,000
Other	87,135	94,508	76,612	81,738	94,796	94,796	94,796
Grants and subsidies	234	624	183	479	479	479	479
Sale of goods and services	147	3,927	99	3,929	3,929	3,929	3,929
GST receipts	9,955	7,507	12,501	7,507	7,507	7,507	7,507
Other receipts	14,091	9,894	14,828	10,630	11,233	11,233	11,233
Net cash from operating activities	(81,387)	(85,797)	(90,800)	(116,305)	(100,576)	(98,743)	(101,721)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(687)	(4,722)	(2,700)	(3,028)	(7,781)	(914)	(914)
Proceeds from sale of non-current assets	5	-	-	-	-	-	-
Net cash from investing activities	(682)	(4,722)	(2,700)	(3,028)	(7,781)	(914)	(914)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(15,330)	(10,403)	(8,000)	(1,530)	(1,535)	(1,544)	(1,578)
Net cash from financing activities	(15,330)	(10,403)	(8,000)	(1,530)	(1,535)	(1,544)	(1,578)
NET INCREASE/(DECREASE) IN CASH HELD	28,944	21,405	35,793	24,758	24,915	25,182	25,182
Cash assets at the beginning of the reporting period	330,085	334,255	358,455	394,248	419,006	443,921	469,103
Net cash transferred to/from other agencies	(574)	-	-	-	-	-	-
Cash assets at the end of the reporting period	358,455	355,660	394,248	419,006	443,921	469,103	494,285

(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) Revised accounting treatment of GOA leasing arrangements is reflected in the variance between the 2019-20 Budget and the 2019-20 Actual.

(d) 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 ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Regulatory Fees and Fines							
Licences and Other Regulatory Fees	11,101	17,190	11,809	17,206	17,287	17,287	17,287
Proceeds from Prospecting, Exploration and Other Mining Licences	6,837	7,301	9,097	7,338	7,338	7,338	7,338
Proceeds from Petroleum Permits and Licences	6,179	5,555	4,882	5,579	5,579	5,579	5,579
Regulatory Fees and Fines	63,018	64,462	50,824	51,615	64,592	64,592	64,592
Grants and Subsidies							
Grants and Subsidies	234	624	183	479	479	479	479
Sale of Goods and Services							
Proceeds from Departmental Fees and Charges	-	560	-	560	560	560	560
Sale of Goods and Services	147	3,367	99	3,369	3,369	3,369	3,369
GST Receipts							
GST Input Credits	9,955	7,507	12,501	7,507	7,507	7,507	7,507
Other Receipts							
Other Industry Regulation Receipts	8,188	5,236	7,383	5,723	5,721	5,721	5,721
Other Resources Sector Receipts	5,903	4,658	7,445	4,907	5,512	5,512	5,512
TOTAL	111,562	116,460	104,223	104,283	117,944	117,944	117,944

(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 ^(a) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
INCOME							
Royalties							
Alumina	135,717	119,842	104,659	89,220	94,173	101,482	104,809
Copper	68,829	81,060	59,141	62,149	55,759	35,341	27,126
Gold	294,152	343,574	388,487	455,413	450,199	422,467	349,499
Iron Ore	5,945,550	5,433,466	7,632,427	7,391,448	4,834,493	4,950,747	4,999,381
Lithium	86,301	157,132	58,913	47,307	66,089	86,400	90,420
Nickel	66,577	76,551	77,624	95,792	95,101	99,338	103,261
Other	108,161	155,369	121,913	140,931	134,240	128,381	124,726
Petroleum - State	7,967	7,734	6,649	4,394	3,177	3,186	2,204
Fines							
Regulatory Fines	136	254	175	254	254	254	254
Other							
Appropriations	89,669	87,613	87,613	113,023	62,231	38,586	13,805
Home Indemnity Insurance (HII)	20,719	28,732	20,329	27,938	31,157	33,139	34,259
Mining Tenement Rentals (MTR) ^(b)							
Base Component	96,257	89,244	98,979	99,841	105,504	111,449	117,692
Services to Industry Component	10,730	15,910	15,910	15,910	15,910	15,910	15,910
Other Revenue	2,819	290	4,701	248	204	204	204
Rental Accommodation Account	7,892	7,499	5,286	3,784	4,085	5,764	6,300
TOTAL ADMINISTERED INCOME	6,941,476	6,604,270	8,682,806	8,547,652	5,952,576	6,032,648	5,989,850
Other							
Aboriginal Lands Trust - Remuneration for							
Mining on Aboriginal Lands	340	402	353	406	406	406	406
Coal Industry Development	155	-	-	-	-	-	-
HII	19,449	28,317	17,223	23,856	26,011	27,047	27,651
Koolyanobbing Mine Financial Assistance							
Program	16,613	36,911	44,737	62,343	44,889	23,768	-
Magnetite Financial Assistance Program	69,537	36,828	45,629	3,200	-	-	-
Minerals Research Institute of							
Western Australia ^(c)	778	2,297	2,297	3,805	3,805	3,305	2,305
Mining Tenement Refunds	1,186	9,000	840	9,000	9,000	9,000	9,000
Other Administered Expenses	563	-	7,661	-	-	-	-
Petroleum (Submerged Lands) Act 1982	339	215	-	351	164	147	134
Receipts Paid into the Consolidated							
Account	5,773,642	6,845,476	8,721,261	9,061,749	6,493,384	5,928,534	5,941,801
Refunds of Previous Years Revenues	-	1,960	-	1,960	1,960	1,960	1,960
Rental Accommodation Account	10,189	9,069	10,286	9,088	9,137	9,187	9,187
Residential Rent Relief Grant Scheme ^(d)	-	-	407	29,593	-	-	-
South West Hub	469	-	203	-	-	-	-
TOTAL ADMINISTERED EXPENSES	5,893,260	6,970,475	8,850,897	9,205,351	6,588,756	6,003,354	5,992,444

(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 Department collects additional revenue for MTR. The increased revenue from 2019-20 onwards funds the continuation of the EIS with \$10 million per annum, which enables the Department to promote continued investment in the State and deliver services more effectively in response to industry needs.

(c) The grant provided to the Minerals Research Institute of Western Australia (MRIWA) is now shown in the table from 2019-20 onwards to better reflect administered nature of the grant. An amount of \$2 million in 2018-19 was provided to MRIWA through the Department's controlled appropriation.

(d) The Government committed \$30 million for grants for private residential tenants who have lost their job or income and face financial hardship due to the impact of the COVID-19 pandemic.

Agency Special Purpose Account Details

MINING REHABILITATION FUND

Account Purpose: The MRF is a pooled fund contributed to by Western Australian mining operators. Funds can be used to undertake rehabilitation activities where a tenement operator fails to meet rehabilitation obligations. Interest earnings are used to fund administration of the MRF and for rehabilitation works on abandoned mine sites.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	122,000	148,000	150,000	185,000
Receipts:				
Other	34,000	34,000	36,000	36,000
	156,000	182,000	186,000	221,000
Payments	6,000	2,000	1,000	5,000
CLOSING BALANCE.....	150,000	180,000	185,000	216,000

(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.

Western Australian Meat Industry Authority

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Authority's Asset Investment Program (AIP) supports the delivery of services at the Muchea Livestock Centre. The total AIP for 2020-21 is \$450,000 for plant and equipment to improve efficiency and worker safety.

	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
COMPLETED WORKS							
Saleyard - 2019-20 Program	281	281	281	-	-	-	-
NEW WORKS							
Saleyard							
2020-21 Program	450	-	-	450	-	-	-
2021-22 Program	450	-	-	-	450	-	-
2022-23 Program	450	-	-	-	-	450	-
2023-24 Program	450	-	-	-	-	-	450
Total Cost of Asset Investment Program	2,081	281	281	450	450	450	450
FUNDED BY							
Internal Funds and Balances			281	450	450	450	450
Total Funding			281	450	450	450	450

- (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 18 **Small Business Development Corporation**

Part 4 **Jobs and Economic Development**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 49 Net amount appropriated to deliver services.....	12,351	13,777	13,621	15,065	14,885	13,911	14,136
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	260	260	260	260	261	262	263
Total appropriations provided to deliver services	12,611	14,037	13,881	15,325	15,146	14,173	14,399
CAPITAL							
Item 121 Capital Appropriation ^(b)	60	753	73	73	72	73	73
TOTAL APPROPRIATIONS	12,671	14,790	13,954	15,398	15,218	14,246	14,472
EXPENSES							
Total Cost of Services	12,450	14,570	13,980	16,038	15,679	14,706	14,897
Net Cost of Services ^(c)	11,792	14,248	13,529	15,716	15,357	14,384	14,575
CASH ASSETS ^(d)	3,027	1,876	4,099	3,908	3,892	3,876	3,895

- (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) Additional capital appropriation is provided to fund lease repayments and is not reflected in the Asset Investment Program table.
- (c) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (d) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
PIVOT Program for Small Business	-	240	-	-	-
Small Business Friendly Approvals Project	-	1,095	1,155	-	-
New Initiative					
Collie Tourism Readiness and Economic Stimulation Project	-	180	-	-	-
Other					
Government Office Accommodation Reform Program	-	49	85	85	85
Streamlined Budget Process Incentive Funding	-	127	-	-	-

- (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 economic impact of the COVID-19 pandemic drove a significant increase in demand for the Corporation's services. As a consequence, the Corporation redirected resources into a dedicated information and guidance service for small businesses managing the impacts of the crisis. Through telephone, online and click-to-chat channels, experienced business advisers assisted small business owners navigate and understand the Government support programs. Free online workshops covering relevant topics such as crisis communications, risk management, managing disruption to cash flow and supply chains were developed and delivered. Additional capacity for dispute resolution services continues to be provided to commercial landlords and small business tenants in response to emergency commercial tenancies legislation.
2. The Corporation's Investigations and Inquiry Unit was established to receive complaints and investigate and report on activities that have an adverse effect upon small businesses. The *Small Business Development Corporation Amendment Act 2020* gained assent on 6 April 2020 and provides additional tools to protect small businesses who come to the Corporation seeking assistance with poor practices by government entities or organisations, including delayed payments experienced by subcontractors and other small businesses. The Small Business Commissioner has now been provided with the mechanism to access information or documents when conducting inquiries, and to protect small businesses from retribution by maintaining the confidentiality of complainants.
3. Working across all tiers of government, the Corporation influences the policy and regulatory environment impacting small businesses across the State. This includes reviewing policy and regulatory proposals, contributing to state and national inquiries, and advocating on behalf of small businesses to minimise compliance burdens to ultimately make it easier to do business in Western Australia. Throughout the year, the Corporation contributed to faster payment reforms, franchising regulation, unfair contract term protections, procurement settings, Streamline WA initiatives, and privacy and responsible information sharing reforms, among other things.
4. The Government's Business Migration Program continued to make a significant contribution to the Western Australian economy with business migrants confirming more than \$400 million in net assets into the State and the creation of 267 new jobs during 2019-20. Under the program, the Corporation promotes Western Australia in prime overseas markets and attracts and provides State nomination to business migrants who invest and/or establish businesses in Western Australia. The Corporation also works with the Commonwealth to maintain the integrity of the business visa program and ensure alignment with the Western Australian Government's Asian Engagement Strategy delivering economic diversification and job creation.

WA Recovery Plan

5. The Corporation collaborated with a broad range of government agencies in the development and delivery of various WA Recovery Plan measures. This involved the provision of policy and legislative advice on crisis response and recovery activation initiatives. These included the development of the Western Australian Code of Conduct for commercial leasing, COVID-19 Safety Plans for food business and licensed premises along with the management of some assistance programs. The Corporation continues to advocate on behalf of small businesses as part of the WA Recovery Plan.
6. Following the successful trial of pilot projects with the Cities of Canning and Stirling in 2019, the Corporation has secured funding under the WA Recovery Plan to expand the 'Small Business Friendly Approvals Project' to 20 local governments over the next two years. Taking a human-centred design approach to map the small business customer journey, a raft of opportunities to improve approvals processes and regulatory culture were identified in the two pilots. The project builds on the Corporation's 'Small Business Friendly Local Governments' initiative, which recognises the commitment of 44 local government authorities to supporting their local small business community. Collectively, almost 70% of all small businesses in Western Australia are now operating within a friendly local government.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment.	1. Information, Guidance, Referral and Business Development Services 2. Access to Justice for Small Business

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Information, Guidance, Referral and Business Development Services	10,509	10,873	11,488	13,079	12,719	11,696	11,852
2. Access to Justice for Small Business	1,941	3,697	2,492	2,959	2,960	3,010	3,045
Total Cost of Services.....	12,450	14,570	13,980	16,038	15,679	14,706	14,897

(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 ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment:					
The extent to which the information or guidance provided was useful	95%	93%	95%	95%	
The extent to which the information or guidance provided contributed to a decision to start or buy a business.....	85%	83%	89%	85%	
Total value of capital inflow to the State from the Business Migration program	\$752 million	\$350 million	\$404 million	\$377 million	1
Number of jobs created through the Business Migration program.....	1,032	175	267	212	1

(a) Further detail in support of the key effectiveness indicators is provided in the Corporation'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)

- The result in 2018-19 for both capital inflow and jobs created was high due to two finalised business migrants making a combined economic contribution of 855 new jobs and \$348.7 million in total net assets in Western Australia. The 2020-21 Budget Target reflects the expected capital inflow and jobs created.

Services and Key Efficiency Indicators

1. Information, Guidance, Referral and Business Development Services ^(a)

The Corporation provides specialised information, referral, and business facilitation services for the effective development of enterprises in Western Australia.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 10,509	\$'000 10,873	\$'000 11,488	\$'000 13,079	1
Less Income	599	310	403	310	
Net Cost of Service	9,910	10,563	11,085	12,769	
Employees (Full-Time Equivalents)	40	41	42	49	
Efficiency Indicators					
Cost per client serviced directly by the agency ^(c)	\$33.15	\$31.78	\$25.51	\$29.48	2
Cost per client serviced through third party delivery ^(d)	\$147.86	\$155.47	\$132.24	\$157.21	3
Cost of policy development, advice and reform projects as a percentage of the Total Cost of Service ^(e)	9.59%	10.53%	11.64%	19.44%	4

(a) Further detail regarding efficiency 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.

(c) Clients serviced directly include those that have contacted the Corporation for information or guidance either by a personal visit, by telephone, have attended a Corporation workshop, have visited Corporation websites for two minutes or more, or have had a direct engagement through the Corporation social media (Facebook page or group, Instagram and LinkedIn).

(d) Clients serviced through third party delivery include Business Local Service regional clients and metropolitan workshop clients.

(e) Policy development, advice and reform projects include policy and regulatory submissions, industry liaison, advocacy, investigative research, ministerial correspondence, together with small business sector reform projects.

Explanation of Significant Movements

(Notes)

1. The anticipated increase in the Total Cost of Service in 2020-21 primarily relates to the introduction of the two new projects, as part of the WA Recovery Plan: 'PIVOT Program for Small Business' and 'Small Business Friendly Approvals Project'.
2. The reduction in cost between the 2019-20 Budget and 2019-20 Actual is due to an increase in demand for services during the year, largely COVID-19 related. The expected increase in the 2020-21 Budget Target reflects a forecast easing of the level of demand as the COVID-19 pandemic eases.
3. The reduction in the 2019-20 Actual against the 2019-20 Budget and the 2018-19 Actual is due to an increase in demand for services during the COVID-19 pandemic. Furthermore, lower costs are a result of the increased workshop participation, including regional, as the workshops were made available online. The expected increase in cost in 2020-21 is mainly associated with the introduction of the two new programs.
4. The increase in the 2019-20 Actual against the 2019-20 Budget and the 2018-19 Actual is mainly due to an increase in staffing and expenses associated with two sector reform projects. Additional costs related to the new 'Small Business Friendly Approvals Project' is expected to further increase the cost of policy development in 2020-21.

2. Access to Justice for Small Business

The Corporation provides access to justice through the dispute resolution service and support for subcontractors.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 1,941	\$'000 3,697	\$'000 2,492	\$'000 2,959	1
Less Income	59	12	48	12	
Net Cost of Service	1,882	3,685	2,444	2,947	
Employees (Full-Time Equivalents)	11	16	13	15	
Efficiency Indicators					
Cost per client serviced directly in the provision of dispute resolution ^(b)	\$1,279.09	\$1,078.09	\$1,211.03	\$1,310.36	2
Cost of subcontractor support services as a percentage of the total cost of service ^(c)	35.69%	65.88%	41.51%	49.64%	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.

(b) The Dispute Resolution Service offers low cost and practical assistance to small businesses in dispute with another business or Government agency.

(c) Subcontractor support is a new service created in January 2019 to investigate complaints of non-payment and provide direct support to subcontractors with security of payment issues.

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service decreased between the 2019-20 Budget and the 2019-20 Actual as a result of delays in the establishment of the Investigations and Inquiry Unit.
2. The increase of cost (per client serviced directly in the provision of dispute resolution) in the 2019-20 Actual compared to the 2019-20 Budget is due to the engagement of the additional casual staff in Dispute Resolution Services to meet increased demand for the service and the level of complexity of cases. A minor increase of cost in 2020-21 is expected as the level of COVID-19 related advice demand eases.
3. The lower than expected cost in 2019-20 (as a percentage of the total cost of the service) is due mainly to the ongoing establishment of the service and resources. The expected cost increase in the 2020-21 Budget Target reflects the increased maturity of the service.

Asset Investment Program

	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
WORKS IN PROGRESS							
Furniture and Office Equipment Replacement							
2018-19 Program.....	120	65	37	55	-	-	-
2019-20 Program.....	120	-	-	120	-	-	-
NEW WORKS							
Furniture and Office Equipment Replacement							
2020-21 Program.....	120	-	-	120	-	-	-
2021-22 Program.....	120	-	-	-	120	-	-
2022-23 Program.....	120	-	-	-	-	120	-
2023-24 Program	120	-	-	-	-	-	120
Total Cost of Asset Investment Program	720	65	37	295	120	120	120
FUNDED BY							
Capital Appropriation.....			60	60	60	60	60
Drawdowns from the Holding Account			60	60	60	60	60
Internal Funds and Balances.....			(83)	175	-	-	-
Total Funding.....			37	295	120	120	120

(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

1. The 2019-20 Budget reflects the treatment of Government Office Accommodation (GOA) inter-agency leasing arrangements in accordance with AASB 16: *Leases*. Subsequent to the release of the 2019-20 Budget, it was determined that GOA inter-agency leasing arrangements were outside the scope of AASB 16 and therefore not required to be reported on the Statement of Financial Position. GOA leasing arrangements are now expensed as incurred and reflected as such from 2019-20 Actual onwards.

Income Statement

2. The anticipated increase in the Total Cost of Services and Service Appropriations between the 2019-20 Actual and the 2020-21 Budget primarily relates to the introduction of the two new projects in 2020-21, as part of the WA Recovery Plan: 'PIVOT Program for Small Business' and 'Small Business Friendly Approvals Project'.

INCOME STATEMENT ^(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
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	6,226	6,873	7,046	7,798	7,956	7,644	7,739
Supplies and services	4,558	5,881	5,013	6,488	5,915	5,224	5,206
Accommodation ^(d)	1,175	434	1,185	1,382	1,450	1,481	1,515
Depreciation and amortisation ^(d)	138	990	137	153	153	153	153
Finance and interest costs ^(d)	-	176	1	1	3	2	2
Other expenses	353	216	598	216	202	202	282
TOTAL COST OF SERVICES	12,450	14,570	13,980	16,038	15,679	14,706	14,897
Income							
Sale of goods and services	411	292	366	292	292	292	292
Grants and subsidies	105	-	-	-	-	-	-
Other revenue	142	30	85	30	30	30	30
Total Income	658	322	451	322	322	322	322
NET COST OF SERVICES	11,792	14,248	13,529	15,716	15,357	14,384	14,575
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(d)	12,611	14,037	13,881	15,325	15,146	14,173	14,399
Resources received free of charge	123	190	130	190	190	190	190
Royalties for Regions Fund: Regional Community Services Fund	-	-	-	180	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	12,734	14,227	14,011	15,695	15,336	14,363	14,589
SURPLUS/(DEFICIENCY) FOR THE PERIOD	942	(21)	482	(21)	(21)	(21)	14

(a) Full audited financial statements are published in the Corporation'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 51, 55 and 64 respectively.

(d) The variance between the 2019-20 Budget and the 2019-20 Actual reflects the revised accounting treatment of GOA inter-agency leasing arrangements.

STATEMENT OF FINANCIAL POSITION ^(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
CURRENT ASSETS							
Cash assets.....	3,027	1,851	4,099	3,908	3,892	3,876	3,895
Restricted cash.....	-	25	-	-	-	-	-
Holding account receivables.....	60	60	60	60	60	60	60
Receivables.....	256	109	230	230	230	230	230
Other.....	455	348	351	331	311	291	271
Total current assets.....	3,798	2,393	4,740	4,529	4,493	4,457	4,456
NON-CURRENT ASSETS							
Holding account receivables ^(c)	720	1,665	829	937	1,045	1,153	1,261
Property, plant and equipment ^(c)	136	4,326	138	339	342	309	276
Intangibles.....	124	146	57	12	12	12	12
Total non-current assets.....	980	6,137	1,024	1,288	1,399	1,474	1,549
TOTAL ASSETS.....	4,778	8,530	5,764	5,817	5,892	5,931	6,005
CURRENT LIABILITIES							
Employee provisions.....	1,222	1,078	1,515	1,515	1,515	1,515	1,515
Payables.....	1	-	41	41	41	41	41
Borrowings and leases ^(c)	-	749	12	12	12	12	12
Other.....	262	93	334	334	334	334	334
Total current liabilities.....	1,485	1,920	1,902	1,902	1,902	1,902	1,902
NON-CURRENT LIABILITIES							
Employee provisions.....	293	291	320	320	320	320	320
Borrowings and leases ^(c)	-	3,550	10	11	35	22	9
Total non-current liabilities.....	293	3,841	330	331	355	342	329
TOTAL LIABILITIES.....	1,778	5,761	2,232	2,233	2,257	2,244	2,231
EQUITY							
Contributed equity ^(c)	1,479	2,232	1,552	1,625	1,697	1,770	1,843
Accumulated surplus/(deficit).....	1,521	537	1,980	1,959	1,938	1,917	1,931
Total equity.....	3,000	2,769	3,532	3,584	3,635	3,687	3,774
TOTAL LIABILITIES AND EQUITY.....	4,778	8,530	5,764	5,817	5,892	5,931	6,005

(a) Full audited financial statements are published in the Corporation'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 variance between the 2019-20 Budget and the 2019-20 Actual reflects the revised accounting treatment of GOA inter-agency leasing arrangements.

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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations ^(c)	12,456	13,032	13,712	15,157	14,978	14,005	14,231
Capital appropriation ^(c)	60	753	73	73	72	73	73
Holding account drawdowns	60	60	60	60	60	60	60
Royalties for Regions Fund: Regional Community Services Fund	-	-	-	180	-	-	-
Net cash provided by State Government	12,576	13,845	13,845	15,470	15,110	14,138	14,364
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(6,105)	(6,822)	(6,727)	(7,747)	(7,905)	(7,593)	(7,688)
Supplies and services	(4,218)	(5,702)	(4,695)	(6,309)	(5,736)	(5,045)	(5,047)
Accommodation ^(c)	(1,168)	(434)	(1,183)	(1,382)	(1,450)	(1,481)	(1,515)
GST payments	(606)	(690)	(658)	(690)	(690)	(690)	(690)
Finance and interest costs ^(c)	-	(176)	(1)	(1)	(3)	(2)	(2)
Other payments	(460)	(236)	(612)	(236)	(222)	(222)	(282)
Receipts							
Grants and subsidies	105	-	-	-	-	-	-
Sale of goods and services	411	292	371	292	292	292	292
GST receipts	482	690	677	690	690	690	690
Other receipts	130	30	105	30	30	30	30
Net cash from operating activities	(11,429)	(13,048)	(12,723)	(15,353)	(14,994)	(14,021)	(14,212)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(181)	(120)	(37)	(295)	(120)	(120)	(120)
Net cash from investing activities	(181)	(120)	(37)	(295)	(120)	(120)	(120)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases ^(c)	-	(693)	(13)	(13)	(12)	(13)	(13)
Net cash from financing activities	-	(693)	(13)	(13)	(12)	(13)	(13)
NET INCREASE/(DECREASE) IN CASH HELD	966	(16)	1,072	(191)	(16)	(16)	19
Cash assets at the beginning of the reporting period	2,061	1,892	3,027	4,099	3,908	3,892	3,876
Cash assets at the end of the reporting period	3,027	1,876	4,099	3,908	3,892	3,876	3,895

(a) Full audited financial statements are published in the Corporation'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 variance between the 2019-20 Budget and the 2019-20 Actual reflects the revised accounting treatment of GOA inter-agency leasing arrangements.

Division 19 **Rural Business Development Corporation**

Part 4 **Jobs and Economic Development**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 50 Net amount appropriated to deliver services.....	235	236	236	233	233	235	237
Total appropriations provided to deliver services	235	236	236	233	233	235	237
TOTAL APPROPRIATIONS	235	236	236	233	233	235	237
EXPENSES							
Total Cost of Services	578	488	566	710	591	591	593
Net Cost of Services ^(b)	472	396	520	618	499	499	501
CASH ASSETS ^(c)	4,838	4,577	4,572	4,187	3,921	3,657	3,393

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Ongoing Initiative					
Commonwealth Loan Administration Costs.....	-	225	106	104	104

(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 Corporation, on behalf of the Government, administers a number of assistance schemes through the *Rural Business Development Corporation Act 2000*. The Corporation currently administers five schemes, including the State-initiated Farm Debt Mediation Scheme (the Scheme) and four Commonwealth Government-initiated and funded concessional loan schemes. The Corporation currently administers 24 loans, with a total of \$10.5 million in outstanding loan principal. Twelve loans were repaid during 2019-20, with the remainder scheduled for repayment as loan terms expire. The last is scheduled for repayment in April 2022.

2. The Government commenced the Scheme through the Corporation in June 2015, which is expected to remain open on an ongoing basis. The Scheme is voluntary for both financiers and primary producer businesses and is consistent with the principles for schemes operating in other jurisdictions. The Scheme encourages earlier adoption of the mediation process compared to the legislated models, allowing for the preservation of equity and resolution, and contributes to maintaining rural land values.
3. The Commonwealth Government has sought a nationally consistent approach to farm debt mediation via a legislative approach as already adopted by New South Wales, Victoria, Queensland and recently South Australia. The Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry recommended a national scheme be developed, enacted and funded by the Commonwealth Government. Western Australia will review the need to continue with the current voluntary approach should the Commonwealth Government establish a national scheme. However, the current application rate for the Scheme in Western Australia does not justify a move to a legislated model.
4. The Corporation monitors seasonal outlooks and climatic conditions closely with a view to identifying adverse agribusiness outcomes before they become critical. Models are indicating the El Niño conditions that have affected eastern parts of Australia are waning and attention is shifting to the likely development of drought conditions across Western Australia with the development of La Niña conditions. Lack of water has been a significant issue across most of the agricultural regions of Western Australia over the past year and seasonal outlooks suggest this is likely to continue. There has been an unprecedented number of water deficiency declarations made in Western Australia during the year, highlighting the significant impact climate change is having across Western Australia. The declaration is generally made as a last resort when on-farm and community water supplies are at a critically low level. The Corporation will monitor the assistance being provided by the Western Australian Government.
5. The COVID-19 pandemic has been disruptive for most Western Australian businesses, including agribusiness, affecting the physical and mental health of people as well as the profitability and viability of small businesses. With its extensive networks across rural Western Australia and understanding of the social support assistance available, the Corporation is contributing intelligence and insights about the physical and mental health and wellbeing of regional families to the State emergency response team.

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.	Improved ecologically sustainable development of agri-industry.	1. Farm Business Development

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Farm Business Development.....	578	488	566	710	591	591	593
Total Cost of Services.....	578	488	566	710	591	591	593

(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 ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Improved ecologically sustainable development of agri-industry:					
The extent to which recipients were satisfied with the way schemes are administered	89%	90%	77%	90%	1

(a) Further detail in support of the key effectiveness indicators is provided in the Corporation'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)

- Client satisfaction decreased from 89% in 2018-19 to 77% in 2019-20, due to the amount of information required to be submitted online and connectivity issues experienced by clients in regional Western Australia.

Services and Key Efficiency Indicators

1. Farm Business Development

This service provides financial assistance to farmers who have been significantly impacted by exceptional seasonal events. It assists them to enhance their management skills in order to improve and sustain long-term profitability and be better equipped and prepared to manage the risks and challenges inherent in farming.

The Corporation aims to implement the industry support within the funding guidelines to maximise the protection and sustainability of resources associated with the agri-industries.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 578	\$'000 488	\$'000 566	\$'000 710	1
Less Income	106	92	46	92	
Net Cost of Service	472	396	520	618	
Efficiency Indicators					
Administrative cost per loan advanced amount	\$4,124	\$4,074	\$4,074	\$6,296	2
Administrative cost as a percentage of loan advanced amount	1.2%	1.2%	1.2%	1.8%	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 Total Cost of Service has increased in 2020-21 compared to 2019-20 to allow the Corporation to undertake research and development on policies affecting loan applicants.
2. The cost to discharge a loan is higher than to manage the loan during its term. During 2020-21 there will be a higher number of loans being closed, therefore increasing the cost of loan administration.

Financial Statements

Income Statement

Expenses

1. The Total Cost of Services has increased in the 2020-21 Budget compared to the 2019-20 Actual to allow the Corporation to undertake research and development on policies affecting loan applicants. Furthermore, the cost to manage loans during their payout and discharge is higher than while they are operating normally. During 2020-21 there will be a higher number of loans being closed, thereby increasing the cost of loan administration.

Income

2. Other revenue has declined in the 2019-20 Actual compared to the 2019-20 Budget as a result of a decrease in the Western Australian Treasury Corporation's interest rates from 1.8% to 0.5%.

Statement of Financial Position

3. The reduction in cash assets across the forward estimates period is a result of the cash previously received from the Commonwealth being drawn down to administer the loan schemes.
4. The reduction in receivables from the 2018-19 Actual to the 2019-20 Actual represents a reduction in the accrued interest owing from the Western Australian Treasury Corporation, following a decrease in interest rates from 1.8% to 0.5%.

INCOME STATEMENT ^(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
COST OF SERVICES							
Expenses							
Supplies and services.....	154	143	190	227	227	227	229
Other expenses	424	345	376	483	364	364	364
TOTAL COST OF SERVICES	578	488	566	710	591	591	593
Income							
Other revenue.....	106	92	46	92	92	92	92
Total Income	106	92	46	92	92	92	92
NET COST OF SERVICES	472	396	520	618	499	499	501
INCOME FROM STATE GOVERNMENT							
Service appropriations	235	236	236	233	233	235	237
TOTAL INCOME FROM STATE GOVERNMENT.....	235	236	236	233	233	235	237
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	(237)	(160)	(284)	(385)	(266)	(264)	(264)

(a) Full audited financial statements are published in the Corporation'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 FINANCIAL POSITION ^(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
CURRENT ASSETS							
Cash assets.....	4,838	4,577	4,572	4,187	3,921	3,657	3,393
Receivables	23	29	7	7	7	7	7
Total current assets.....	4,861	4,606	4,579	4,194	3,928	3,664	3,400
TOTAL ASSETS	4,861	4,606	4,579	4,194	3,928	3,664	3,400
CURRENT LIABILITIES							
Other.....	54	31	56	56	56	56	56
Total current liabilities.....	54	31	56	56	56	56	56
TOTAL LIABILITIES	54	31	56	56	56	56	56
EQUITY							
Accumulated surplus/(deficit).....	4,807	4,575	4,523	4,138	3,872	3,608	3,344
Total equity	4,807	4,575	4,523	4,138	3,872	3,608	3,344
TOTAL LIABILITIES AND EQUITY	4,861	4,606	4,579	4,194	3,928	3,664	3,400

(a) Full audited financial statements are published in the Corporation'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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	235	236	236	233	233	235	237
Net cash provided by State Government	235	236	236	233	233	235	237
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Supplies and services	(132)	(143)	(190)	(227)	(227)	(227)	(229)
GST payments	(2)	-	-	-	-	-	-
Other payments	(424)	(345)	(376)	(483)	(364)	(364)	(364)
Receipts							
Other receipts	114	92	64	92	92	92	92
Net cash from operating activities	(444)	(396)	(502)	(618)	(499)	(499)	(501)
NET INCREASE/(DECREASE) IN CASH HELD	(209)	(160)	(266)	(385)	(266)	(264)	(264)
Cash assets at the beginning of the reporting period	5,047	4,737	4,838	4,572	4,187	3,921	3,657
Cash assets at the end of the reporting period	4,838	4,577	4,572	4,187	3,921	3,657	3,393

(a) Full audited financial statements are published in the Corporation'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 20 **Economic Regulation Authority**

Part 4 **Jobs and Economic Development**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 51 Net amount appropriated to deliver services	2,056	2,439	2,439	2,388	1,639	1,657	1,661
Total appropriations provided to deliver services	2,056	2,439	2,439	2,388	1,639	1,657	1,661
TOTAL APPROPRIATIONS	2,056	2,439	2,439	2,388	1,639	1,657	1,661
EXPENSES							
Total Cost of Services	13,411	14,992	13,759	17,104	15,539	15,506	15,536
Net Cost of Services ^(b)	1,504	2,676	862	2,802	1,855	1,872	1,873
CASH ASSETS ^(c)	4,322	3,077	6,793	6,766	6,818	6,870	6,923

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
New Initiatives					
Funding for Increased Regulatory Functions - Electricity Network Access Code 2004	-	238	195	202	205
Funding for New Compliance and Monitoring Functions in Energy Markets ...	-	120	246	257	269
Funding for New Regulatory Functions					
Non-scheme Gas Pipelines	-	303	315	328	335
Pilbara Electricity Network	-	294	390	172	176
Other					
Consultant Cost for One-off Reviews of Two Wholesale Electricity Market Rules	-	300	-	-	-
Container Deposit Scheme Inquiry	423	740	-	-	-
Legal Fees Synergy Investigation	185	615	-	-	-
Permanent Filling of a Temporary Personnel Position	(6)	(6)	(5)	(5)	(5)
Revision to Indexation for Non-Salary Expenses	-	-	-	31	38

- (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 Authority's functions have been largely unaffected by the COVID-19 pandemic, however some activities have been affected through the availability of stakeholders and delays in the implementation of new functions. For example, the Authority's price monitoring role for the Government's container deposit scheme has been postponed following the announcement of a delay to the commencement of the scheme.
2. The Authority will complete a review of one access arrangement in 2020-21, for the Dampier to Bunbury Natural Gas Pipeline. This review will ensure that the pipeline operator offers prices that are efficient and on reasonable terms and conditions for the period 2021 to 2025.
3. Following its investigation into Synergy's pricing behaviour in the Wholesale Electricity Market, which found that Synergy may have breached the market rules, the Authority referred the matter to the Electricity Review Board for determination. The Review Board process is expected to continue over 2020-21.
4. The Authority is working with Energy Policy WA on a range of reforms to the electricity sector, including the introduction of light-handed regulation for the North West Interconnected System, and the implementation of the Government's Energy Transformation Strategy. The Authority is advising on the practical implementation of altered and additional functions.
5. The Authority is working with the Department of Treasury and stakeholders in the rail industry to implement the Government's planned changes to the Rail Access Regime. These reforms will mean additional functions for the Authority, similar to the functions currently required for administration of the gas access regime.

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.	The efficient, safe and equitable provision of utility services in Western Australia.	1. Submissions to the Economic Regulation Authority Governing Body

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Submissions to the Economic Regulation Authority Governing Body.....	13,411	14,992	13,759	17,104	15,539	15,506	15,536
Total Cost of Services.....	13,411	14,992	13,759	17,104	15,539	15,506	15,536

(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 ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: The efficient, safe and equitable provision of utility services in Western Australia:					
Number of submissions made to the Authority's governing body	219	250	199	280	1
Rating by the Authority's governing body as to the content, accuracy and presentation of these submissions ^(c)	2.98	3	3.01	3	
Number (percentage) of submissions provided by the required deadline.....	98	100	97	100	
Rating by the Authority's governing body as to its perception of the timeliness of submissions ^(c)	2.98	3	3.01	3	

(a) Further detail in support of the key effectiveness indicators is provided in the Authority'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) Performance is rated as follows by the Authority's Governing Body: 1 = well below expectations; 2 = below expectations; 3 = satisfactory; 4 = above expectations; 5 = well above expectations.

Explanation of Significant Movements

(Notes)

1. The revised process of providing briefing notes early in the decision-making process in preference to submissions was introduced late in 2018-19. This changed process has impacted the number of formal submissions rated by the governing body in 2019-20.

The number of submissions is budgeted to increase in 2020-21 due to the changes in the various codes made by the Energy Transformation Taskforce. These changes will result in a significant increase in the number of projects the Authority will undertake. Each project will on average require three submissions to the governing body for consideration.

Services and Key Efficiency Indicators

1. Submissions to the Economic Regulation Authority Governing Body

The Authority regulates monopoly aspects of the gas, electricity and rail industries and licences providers of gas, electricity and water services. The Authority also conducts inquiries into matters referred to it by the Western Australian Government. In addition, the Authority has a range of responsibilities in the retailing of gas and surveillance of the wholesale electricity market in Western Australia.

The Authority's functions are designed to maintain a competitive, efficient and fair commercial environment, particularly where businesses operate as natural monopolies. In making its decisions, the Authority strives to benefit the Western Australian community by promoting an efficient and customer focused economy.

The requirement for the Authority to prepare performance indicators is limited to its management functions under section 23 of the *Economic Regulation Authority Act 2003*. As such, the quantity, quality and cost per submission that is prepared by the Authority's Secretariat for consideration by the governing body is used to determine its performance and service efficiency.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	13,411	14,992	13,759	17,104	
Less Income	11,907	12,316	12,897	14,302	
Net Cost of Service	1,504	2,676	862	2,802	
Employees (Full-Time Equivalents)	58	64	66	73	
Efficiency Indicators					
Cost per submission made to the Economic Regulation Authority governing body	\$61,237	\$59,968	\$69,136	\$60,829	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. Additional regulatory functions performed by the Authority in 2020-21 will result in an increased number of submissions. Fixed costs such as accommodation, governing body salary costs and corporate service costs will remain relatively static. With an increased number of submissions and fixed costs remaining stable, the cost per submission will decrease accordingly.

Asset Investment Program

1. The Authority commenced an office refit late in 2019-20 to accommodate new resources approved to complete additional regulatory functions the agency is to undertake going forward. This refit was largely completed by June 2020.

	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
WORKS IN PROGRESS							
Computer Hardware and Software Replacement - Records							
Scanner	10	-	-	10	-	-	-
Office Equipment Replacement - Printer/Copier.....	37	13	13	24	-	-	-
Office Refurbishment - Level 4 Albert Facey House.....	215	186	186	29	-	-	-
Total Cost of Asset Investment Program	262	199	199	63	-	-	-
FUNDED BY							
Drawdowns from the Holding Account ^(b)			30	17	-	-	-
Internal Funds and Balances.....			169	46	-	-	-
Total Funding.....			199	63	-	-	-

(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 remaining balance of drawdown in 2020-21 is not reflected above.

Financial Statements

Income Statement

Expenses

- The increase in Total Cost of Services in 2020-21 is due in part to additional resources approved to enable the Authority to undertake regulatory functions as required under the legislative framework for non-scheme gas pipelines and the Pilbara Electricity Network. Further resources have been approved for additional functions as a result of changes to both the Energy Markets regime and the Electricity Networks Access Code 2004.
- Legal fees for the Synergy determination by the Electricity Review Board have also impacted both the 2019-20 and the 2020-21 Budget.

Income

- Regulatory fees charged by the Authority are determined by costs. Industry funding regulations allow for the recovery of the core function costs of the agency. An increase in budgeted costs will therefore result in an increase in budgeted regulatory fees.

INCOME STATEMENT ^(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
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	9,470	10,823	10,033	11,494	11,397	11,556	11,583
Supplies and services	2,293	2,615	2,066	4,149	2,680	2,489	2,495
Accommodation	1,069	358	1,087	991	991	991	990
Depreciation and amortisation	57	675	96	99	98	97	97
Finance and interest costs	-	75	1	5	7	7	5
Other expenses	522	446	476	366	366	366	366
TOTAL COST OF SERVICES	13,411	14,992	13,759	17,104	15,539	15,506	15,536
Income							
Regulatory fees and fines	11,660	12,233	12,837	14,217	13,599	13,549	13,578
Other revenue	247	83	60	85	85	85	85
Total Income	11,907	12,316	12,897	14,302	13,684	13,634	13,663
NET COST OF SERVICES	1,504	2,676	862	2,802	1,855	1,872	1,873
INCOME FROM STATE GOVERNMENT							
Service appropriations	2,056	2,439	2,439	2,388	1,639	1,657	1,661
Resources received free of charge	288	266	268	266	266	266	266
TOTAL INCOME FROM STATE GOVERNMENT	2,344	2,705	2,707	2,654	1,905	1,923	1,927
SURPLUS/(DEFICIENCY) FOR THE PERIOD	840	29	1,845	(148)	50	51	54

(a) Full audited financial statements are published in the Authority'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 58, 66 and 73 respectively.

STATEMENT OF FINANCIAL POSITION ^(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
CURRENT ASSETS							
Cash assets.....	4,181	2,901	6,625	6,568	6,590	6,642	6,695
Restricted cash.....	53	58	50	50	50	50	50
Holding account receivables.....	315	17	232	215	215	215	215
Receivables.....	3,482	3,623	3,148	3,148	3,148	3,148	3,148
Other.....	210	138	209	209	184	184	184
Total current assets.....	8,241	6,737	10,264	10,190	10,187	10,239	10,292
NON-CURRENT ASSETS							
Holding account receivables.....	292	275	345	180	180	180	180
Property, plant and equipment.....	53	2,179	268	359	387	345	347
Intangibles.....	4	-	-	-	-	-	-
Restricted cash.....	88	118	118	148	178	178	178
Other.....	3	2	2	2	27	27	27
Total non-current assets.....	440	2,574	733	689	772	730	732
TOTAL ASSETS.....	8,681	9,311	10,997	10,879	10,959	10,969	11,024
CURRENT LIABILITIES							
Employee provisions.....	1,961	1,824	2,357	2,357	2,357	2,357	2,357
Payables.....	645	350	200	200	200	200	200
Borrowings and leases.....	-	532	27	27	27	27	27
Other.....	3	3	370	370	370	370	370
Total current liabilities.....	2,609	2,709	2,954	2,954	2,954	2,954	2,954
NON-CURRENT LIABILITIES							
Employee provisions.....	340	284	429	429	429	429	429
Borrowings and leases.....	-	1,319	35	65	95	54	55
Total non-current liabilities.....	340	1,604	464	494	524	483	484
TOTAL LIABILITIES.....	2,949	4,313	3,418	3,448	3,478	3,437	3,438
EQUITY							
Contributed equity.....	725	725	725	725	725	725	725
Accumulated surplus/(deficit) ^(c)	5,007	4,273	6,854	6,706	6,756	6,807	6,861
Total equity.....	5,732	4,998	7,579	7,431	7,481	7,532	7,586
TOTAL LIABILITIES AND EQUITY.....	8,681	9,311	10,997	10,879	10,959	10,969	11,024

(a) Full audited financial statements are published in the Authority'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) Accumulated surplus/(deficit) does not agree to the aggregate of surplus/(deficiency) for the period and surplus/(deficiency) as at the end of the previous reporting period due to a prior period error correction.

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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	2,056	2,439	2,439	2,338	1,639	1,657	1,661
Holding account drawdowns	-	315	30	232	-	-	-
Net cash provided by State Government	2,056	2,754	2,469	2,570	1,639	1,657	1,661
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(9,206)	(10,861)	(9,634)	(11,880)	(11,436)	(11,595)	(11,622)
Supplies and services	(2,028)	(2,330)	(1,989)	(3,637)	(2,185)	(2,219)	(2,225)
Accommodation	(868)	(379)	(890)	(1,004)	(1,004)	(1,004)	(1,003)
GST payments	(406)	(325)	(438)	(327)	(327)	(327)	(327)
Finance and interest costs	-	(75)	(1)	(9)	(10)	(11)	(11)
Other payments	(548)	(411)	(513)	(330)	(328)	(328)	(328)
Receipts							
Regulatory fees and fines	11,679	12,194	13,209	14,317	13,367	13,542	13,571
GST receipts	396	293	428	289	289	289	289
Other receipts	272	73	73	85	85	85	85
Net cash from operating activities	(709)	(1,821)	245	(2,496)	(1,549)	(1,568)	(1,571)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	-	(315)	(199)	(63)	-	-	-
Net cash from investing activities	-	(315)	(199)	(63)	-	-	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(582)	(44)	(38)	(38)	(37)	(37)
Net cash from financing activities	-	(582)	(44)	(38)	(38)	(37)	(37)
NET INCREASE/(DECREASE) IN CASH HELD	1,347	36	2,471	(27)	52	52	53
Cash assets at the beginning of the reporting period	2,975	3,041	4,322	6,793	6,766	6,818	6,870
Cash assets at the end of the reporting period	4,322	3,077	6,793	6,766	6,818	6,870	6,923

(a) Full audited financial statements are published in the Authority'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 21 **Energy Policy WA**

Part 4 **Jobs and Economic Development**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 52 Net amount appropriated to deliver services.....	15,685	23,150	20,309	17,349	15,704	13,915	14,126
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	-	281	256	281	281	281	282
Total appropriations provided to deliver services	15,685	23,431	20,565	17,630	15,985	14,196	14,408
CAPITAL							
Item 122 Capital Appropriation	-	-	-	17	16	15	15
TOTAL APPROPRIATIONS	15,685	23,431	20,565	17,647	16,001	14,211	14,423
EXPENSES							
Total Cost of Services	16,666	26,014	19,200	22,038	19,325	16,218	16,433
Net Cost of Services ^(b)	15,894	25,323	18,528	21,998	18,883	15,773	15,985
CASH ASSETS ^(c)	2,500	2,500	10,154	7,517	6,385	6,385	6,385

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
New Initiative					
Transitioning the Governance of the Western Australian Energy Sector.....	-	57	1,184	810	816

- (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

Establishment of Energy Policy WA

1. In recognition of the need for an energy policy agency with a direct reporting line to the Minister for Energy, on 5 September 2019 the State Government established Energy Policy WA as a standalone sub-department of the Department of Mines, Industry Regulation and Safety.
2. The staff and functions previously undertaken by the Department of Treasury's Public Utilities Office and Energy Transformation Implementation Unit were transferred to Energy Policy WA.

COVID-19 Pandemic

3. The Coordinator of Energy (Executive Director of Energy Policy WA) is the designated Hazard Management Agency for the supply of liquid fuels, gas and electricity.
4. In support of this role, Energy Policy WA has proactively maintained contact with industry to anticipate and manage emerging issues that could threaten the security of energy supply as a result of the pandemic. In particular, Energy Policy WA played a key role in advising government on industry sector participants' requests for exemptions for staff and contractors with specialist skills to enter Western Australia.

Key Government Reforms

5. Energy Policy WA delivered the Electricity Industry Amendment Bill 2019 (now *Electricity Industry Amendment Act 2020*), which establishes the framework to facilitate third party access to designated electricity network assets in the Pilbara. This reform will support economic development in the Pilbara by improving the efficiency and effectiveness of electricity services in the region.
6. Energy Policy WA also supported the Energy Transformation Taskforce (the Taskforce) in delivering the Distributed Energy Resources Roadmap, which recommends actions to support the ongoing uptake of technologies such as rooftop solar and household batteries in a way that benefits both consumers and the energy sector. The Roadmap is a key initiative of the State Government's Energy Transformation Strategy.

Transitioning the Governance of the Western Australian Energy Sector

7. The Western Australian energy sector is experiencing an unprecedented change, which is re-shaping every aspect of the sector, and the rate of this change is increasing. New technologies and business models are rapidly displacing the traditional means of producing and consuming energy, which requires a dynamic response by the governing bodies overseeing and administering the Western Australian energy sector.
8. While the Taskforce is addressing some of the current challenges experienced by the sector, its continuing transformation will require ongoing development and implementation of reform following the end of the Taskforce in May 2021.
9. To manage the existing and emerging risks from the transformation of the energy sector, Energy Policy WA has been allocated \$2.9 million across 2020-21 to 2023-24 to undertake market development functions, including the ongoing development of Whole of System Plans for the South West Interconnected System (SWIS).
10. The continued development of the Whole of System Plan for the SWIS will be partly funded by energy sector participants through market development fees, with the State Government's contribution being \$1.6 million across 2020-21 to 2023-24.

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
Sustainable Finances: Responsible financial management and better service delivery.	A sustainable, efficient, secure and affordable energy sector.	1. Development and Implementation of Energy Policy

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Development and Implementation of Energy Policy.....	16,666	26,014	19,200	22,038	19,325	16,218	16,433
Total Cost of Services.....	16,666	26,014	19,200	22,038	19,325	16,218	16,433

(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 ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: A sustainable, efficient, secure and affordable energy sector:					
The extent to which policy and program development objectives for the year are achieved	86	100	96	100	

(a) Further detail in support of the key effectiveness indicators is provided in Energy Policy WA'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.

Services and Key Efficiency Indicators

1. Development and Implementation of Energy Policy

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 16,666	\$'000 26,014	\$'000 19,200	\$'000 22,038	
Less Income	772	691	672	40	
Net Cost of Service	15,894	25,323	18,528	21,998	
Employees (Full-Time Equivalents)	43	69	69	69	
Efficiency Indicators					
Average cost of policy/project development	24,003	25,730	20,933	22,012	

(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. In June 2020, Energy Policy WA moved premises, and over 2019-20 and 2020-21 will invest \$0.3 million to fit-out the new premises which includes new audio-visual equipment.

	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
WORKS IN PROGRESS							
Office Fit-out	322	97	97	225	-	-	-
Total Cost of Asset Investment Program	322	97	97	225	-	-	-
FUNDED BY							
Internal Funds and Balances			-	225	-	-	-
Other			97	-	-	-	-
Total Funding			97	225	-	-	-

(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. Additional employee benefits expenditure from the 2020-21 Budget Estimate and over the forward estimates will be spent to improve the governance of the Western Australian Energy Sector. The additional expenditure will allow Energy Policy WA to continue to respond to the transformation occurring in the State's energy sector.

Statement of Financial Position

2. The decrease in total assets between the 2019-20 Actual and 2020-21 Budget Estimate is primarily composed of grant payments made to Western Power for the State Underground Power Program.

Statement of Cashflows

3. The decrease of cash assets between the 2019-20 Actual and 2020-21 Budget Estimate is primarily due to grant payments made to Western Power for the State Underground Power Program.

INCOME STATEMENT ^(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
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	6,284	9,839	7,501	9,887	9,820	8,075	8,168
Grants and subsidies ^(d)	6,677	7,658	3,852	4,505	2,603	1,500	1,530
Supplies and services	3,686	7,087	6,893	6,731	5,967	5,682	5,699
Accommodation	-	211	658	619	643	668	695
Depreciation and amortisation	-	881	18	87	82	82	82
Finance and interest costs	-	-	2	1	2	3	2
Other expenses	19	338	276	208	208	208	257
TOTAL COST OF SERVICES	16,666	26,014	19,200	22,038	19,325	16,218	16,433
Income							
Grants and subsidies	-	-	-	-	402	405	408
Other revenue	772	691	672	40	40	40	40
Total Income	772	691	672	40	442	445	448
NET COST OF SERVICES	15,894	25,323	18,528	21,998	18,883	15,773	15,985
INCOME FROM STATE GOVERNMENT							
Service appropriations	15,685	23,431	20,565	17,630	15,985	14,196	14,408
Resources received free of charge	209	1,892	1,268	1,892	1,702	1,513	1,513
TOTAL INCOME FROM STATE GOVERNMENT	15,894	25,323	21,833	19,522	17,687	15,709	15,921
SURPLUS/(DEFICIENCY) FOR THE PERIOD	-	-	3,305	(2,476)	(1,196)	(64)	(64)

(a) Full audited financial statements are published in Energy Policy WA'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 43, 69 and 69 respectively.

(d) 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 ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Australian Energy Market Commission	1,321	836	836	1,142	1,171	1,200	1,200
Council of Australian Governments Energy Council	155	300	195	300	300	300	330
Western Power State Underground Power System	5,201	6,522	2,821	3,063	1,132	-	-
TOTAL	6,677	7,658	3,852	4,505	2,603	1,500	1,530

(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 ^(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
CURRENT ASSETS							
Cash assets.....	2,500	2,500	10,064	7,427	6,295	6,295	6,295
Receivables.....	-	-	273	273	273	273	273
Other.....	-	-	2	2	2	2	2
Total current assets.....	2,500	2,500	10,339	7,702	6,570	6,570	6,570
NON-CURRENT ASSETS							
Holding account receivables.....	-	-	-	23	41	59	77
Property, plant and equipment.....	8	8	130	318	307	278	249
Restricted cash.....	-	-	90	90	90	90	90
Total non-current assets.....	8	8	220	431	438	427	416
TOTAL ASSETS.....	2,508	2,508	10,559	8,133	7,008	6,997	6,986
CURRENT LIABILITIES							
Employee provisions.....	1,000	1,000	1,747	1,747	1,747	1,747	1,747
Payables.....	945	945	3,976	3,976	3,976	3,976	3,976
Borrowings and leases.....	-	-	17	17	17	17	17
Total current liabilities.....	1,945	1,945	5,740	5,740	5,740	5,740	5,740
NON-CURRENT LIABILITIES							
Employee provisions.....	563	563	433	434	434	434	434
Borrowings and leases.....	-	-	14	47	102	140	178
Total non-current liabilities.....	563	563	447	481	536	574	612
TOTAL LIABILITIES.....	2,508	2,508	6,187	6,221	6,276	6,314	6,352
EQUITY							
Contributed equity.....	-	-	1,067	1,084	1,100	1,115	1,130
Accumulated surplus/(deficit).....	-	-	3,305	829	(367)	(431)	(495)
Total equity.....	-	-	4,372	1,913	733	684	635
TOTAL LIABILITIES AND EQUITY.....	2,508	2,508	10,559	8,134	7,009	6,998	6,987

(a) Full audited financial statements are published in Energy Policy WA'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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	15,685	22,550	20,309	17,326	15,686	13,897	14,109
Capital appropriation	-	-	-	17	16	15	15
Administered appropriations	-	-	256	281	281	281	281
Net cash provided by State Government	15,685	22,550	20,565	17,624	15,983	14,193	14,405
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(6,283)	(9,839)	(5,320)	(9,887)	(9,820)	(8,075)	(8,168)
Grants and subsidies	(6,677)	(7,658)	(836)	(4,505)	(2,603)	(1,500)	(1,530)
Supplies and services	(3,477)	(5,195)	(4,807)	(4,839)	(4,265)	(4,169)	(4,186)
Accommodation	-	(211)	(658)	(274)	(283)	(293)	(305)
GST payments	-	-	(522)	-	-	-	-
Finance and interest costs	-	-	(2)	(1)	(2)	(3)	(2)
Other payments	(20)	(338)	(219)	(553)	(568)	(583)	(647)
Receipts ^(c)							
Grants and subsidies	-	-	-	-	402	405	408
GST receipts	-	-	329	-	-	-	-
Other receipts	772	691	673	40	40	40	40
Net cash from operating activities	(15,685)	(22,550)	(11,362)	(20,019)	(17,099)	(14,178)	(14,390)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	-	-	(97)	(225)	-	-	-
Net cash from investing activities	-	-	(97)	(225)	-	-	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	-	-	(17)	(16)	(15)	(15)
Other payments	-	-	(14)	-	-	-	-
Net cash from financing activities	-	-	(14)	(17)	(16)	(15)	(15)
NET INCREASE/(DECREASE) IN CASH HELD	-	-	9,092	(2,637)	(1,132)	-	-
Cash assets at the beginning of the reporting period	-	-	-	10,154	7,517	6,385	6,385
Net cash transferred to/from other agencies	2,500	2,500	1,062	-	-	-	-
Cash assets at the end of the reporting period	2,500	2,500	10,154	7,517	6,385	6,385	6,385

(a) Full audited financial statements are published in Energy Policy WA'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 Energy Policy WA. 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 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
Grants and Subsidies							
Grants and Subsidies	-	-	-	-	402	405	408
GST Receipts							
GST Receipts	-	-	329	-	-	-	-
Other Receipts							
Other Revenue	772	691	673	40	40	40	40
TOTAL	772	691	1,002	40	442	445	448

(a) The moneys received and retained are to be applied to Energy Policy WA'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.

Division 22 Infrastructure WA

Part 4 Jobs and Economic Development

Appropriations, Expenses and Cash Assets

	2018-19 Actual ^(a) \$'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
DELIVERY OF SERVICES							
Item 53 Net amount appropriated to deliver services.....	-	3,825	3,865	4,740	4,693	4,693	4,735
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	-	307	307	367	367	367	367
Total appropriations provided to deliver services	-	4,132	4,172	5,107	5,060	5,060	5,102
CAPITAL							
Capital Appropriation.....	-	120	-	-	-	-	-
TOTAL APPROPRIATIONS	-	4,252	4,172	5,107	5,060	5,060	5,102
EXPENSES							
Total Cost of Services	-	4,132	3,026	5,129	5,082	5,082	5,124
Net Cost of Services ^(c)	-	4,132	3,026	5,129	5,082	5,082	5,124
CASH ASSETS ^(d)	-	-	1,481	1,481	1,481	1,481	1,481

(a) 2018-19 Actual has no comparative disclosure, as Infrastructure WA was established on 24 July 2019.

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

(d) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'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	-	-	-	-	26
Streamlined Budget Process Incentive Funding	-	47	-	-	-

(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. Infrastructure WA's A Stronger Tomorrow, State Infrastructure Strategy discussion paper was released on 24 June 2020, and was followed in July and August with a significant external consultation program. Infrastructure WA will continue to develop the draft State Infrastructure Strategy throughout 2020-21, in consultation with key stakeholders.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcome	Services
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	An informed government on infrastructure matters, needs and priorities.	1. Development of the State Infrastructure Strategy
Better Places: A quality environment with liveable and affordable communities and vibrant regions.		

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Development of the State Infrastructure Strategy.....	-	4,132	3,026	5,129	5,082	5,082	5,124
Total Cost of Services.....	-	4,132	3,026	5,129	5,082	5,082	5,124

(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 ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: An informed government on infrastructure matters, needs and priorities:					
Completion of specific State Infrastructure Strategy delivery milestones	n/a	100%	100%	100%	
Completion of stakeholder events to facilitate consultation of key State Infrastructure Strategy milestones	n/a	22	27	25	

(a) Further detail in support of the key effectiveness Indicators is provided in Infrastructure WA'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.

Services and Key Efficiency Indicators

1. Development of the State Infrastructure Strategy

Under the *Infrastructure Western Australia Act 2019*, Infrastructure WA's primary responsibility is the preparation of the State Infrastructure Strategy (the Strategy) to identify Western Australia's significant infrastructure needs and priorities over the next 20 years. The Strategy must provide recommendations to the Premier and government in response to the identified needs and priorities. These recommendations must cover:

- significant projects or programs, or other options, to meet those infrastructure needs and priorities;
- funding and financing options; and
- the relative priority of the recommendations.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 nil	\$'000 4,132	\$'000 3,026	\$'000 5,129	1
Less Income	nil	nil	nil	nil	
Net Cost of Service	nil	4,132	3,026	5,129	
Employees (Full-Time Equivalents)	nil	13	14	17	
Efficiency Indicators					
Average cost per full-time equivalent (FTE) to deliver the State Infrastructure Strategy	nil	\$331,000	\$216,000	\$302,000	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 2019-20 Budget was based on an assumption that the legislation would be enacted in late 2018, and that by 1 July 2019 a full complement of staff would have been appointed. The passage of Infrastructure WA's legislation took longer than originally anticipated, with the legislation enacted on 24 June 2019 and staff progressively appointed during 2019-20. This resulted in a significant underspend of salaries, services and associated expenditure in 2019-20.
2. The average cost per FTE in the 2019-20 Actual has been calculated on a headcount (14) rather than FTE (9), which if applied would result in a higher average cost of \$336,000 per FTE. This calculation is consistent with the 2019-20 Annual Report and will be calculated on an average cost per FTE basis in future years.

Financial Statements

1. The 2019-20 Budget data has been recast for comparability purposes due to the transfer of the function of Infrastructure WA from the Department of the Premier and Cabinet from 24 July 2019. The surplus in 2019-20 reflects the delays in filling staff vacancies and the deferral of expenditure to 2020-21.

INCOME STATEMENT ^(a) (Controlled)

	2018-19 Actual ^(b) \$'000	2019-20 Budget \$'000	2019-20 Actual ^(c) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(d)	-	2,501	1,583	2,190	2,206	2,223	2,257
Supplies and services	-	1,461	1,155	2,635	2,571	2,553	2,560
Accommodation	-	150	135	150	150	150	150
Other expenses	-	20	153	154	155	156	157
TOTAL COST OF SERVICES	-	4,132	3,026	5,129	5,082	5,082	5,124
NET COST OF SERVICES	-	4,132	3,026	5,129	5,082	5,082	5,124
INCOME FROM STATE GOVERNMENT							
Service appropriations	-	4,132	4,172	5,107	5,060	5,060	5,102
Resources received free of charge	-	-	22	22	22	22	22
TOTAL INCOME FROM STATE GOVERNMENT	-	4,132	4,194	5,129	5,082	5,082	5,124
SURPLUS/(DEFICIENCY) FOR THE PERIOD	-	-	1,168	-	-	-	-

(a) Full audited financial statements are published in Infrastructure WA's Annual Report.

(b) 2018-19 Actual has no comparative disclosure, as Infrastructure WA was established on 24 July 2019.

(c) 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.

(d) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 0, 14 and 17 respectively.

STATEMENT OF FINANCIAL POSITION ^(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
CURRENT ASSETS							
Cash assets.....	-	-	1,481	1,481	1,481	1,481	1,481
Receivables.....	-	-	65	65	65	65	65
Other.....	-	-	309	309	309	309	309
Total current assets.....	-	-	1,855	1,855	1,855	1,855	1,855
NON-CURRENT ASSETS							
Other.....	-	-	18	18	18	18	18
Total non-current assets.....	-	-	18	18	18	18	18
TOTAL ASSETS	-	-	1,873	1,873	1,873	1,873	1,873
CURRENT LIABILITIES							
Employee provisions.....	-	-	510	510	510	510	510
Payables.....	-	-	136	136	136	136	136
Total current liabilities.....	-	-	646	646	646	646	646
NON-CURRENT LIABILITIES							
Employee provisions.....	-	-	59	59	59	59	59
Total non-current liabilities.....	-	-	59	59	59	59	59
TOTAL LIABILITIES	-	-	705	705	705	705	705
EQUITY							
Accumulated surplus/(deficit).....	-	-	1,168	1,168	1,168	1,168	1,168
Total equity	-	-	1,168	1,168	1,168	1,168	1,168
TOTAL LIABILITIES AND EQUITY	-	-	1,873	1,873	1,873	1,873	1,873

(a) Full audited financial statements are published in Infrastructure WA'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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	-	4,132	4,172	5,107	5,060	5,060	5,102
Capital appropriations	-	120	-	-	-	-	-
Net cash provided by State Government	-	4,252	4,172	5,107	5,060	5,060	5,102
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	-	(2,501)	(1,280)	(2,190)	(2,206)	(2,223)	(2,257)
Supplies and services	-	(1,461)	(1,043)	(2,613)	(2,549)	(2,531)	(2,538)
Accommodation	-	(150)	(135)	(150)	(150)	(150)	(150)
GST payments	-	-	(63)	(259)	(257)	(255)	(256)
Other payments	-	(20)	(170)	(154)	(155)	(156)	(157)
Receipts							
GST Receipts	-	-	-	259	257	255	256
Net cash from operating activities	-	(4,132)	(2,691)	(5,107)	(5,060)	(5,060)	(5,102)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(120)	(335)	(19)	(19)	(19)	(50)
Net cash from financing activities	-	(120)	(335)	(19)	(19)	(19)	(50)
NET INCREASE/(DECREASE) IN CASH HELD	-	-	1,481	-	-	-	-
Cash assets at the beginning of the reporting period	-	-	-	1,481	1,481	1,481	1,481
Cash assets at the end of the reporting period	-	-	1,481	1,481	1,481	1,481	1,481

(a) Full audited financial statements are published in Infrastructure WA'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.

Forest Products Commission

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Asset Investment Program provides for an ongoing program to undertake a range of minor works to update information and communications technology and other equipment that supports the delivery of the Commission's services, and building works upgrades.

	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
WORKS IN PROGRESS							
Building Works	458	158	-	-	50	250	-
COMPLETED WORKS							
Computers, Plant and Equipment - 2019-20 Program.....	476	476	476	-	-	-	-
Softwood Estate Land Purchases	8,336	8,336	4,032	-	-	-	-
NEW WORKS							
Computers, Plant and Equipment							
2020-21 Program.....	600	-	-	600	-	-	-
2021-22 Program.....	600	-	-	-	600	-	-
2022-23 Program.....	600	-	-	-	-	600	-
2023-24 Program.....	600	-	-	-	-	-	600
Total Cost of Asset Investment Program	11,670	8,970	4,508	600	650	850	600
FUNDED BY							
Internal Funds and Balances.....			4,508	600	650	850	600
Total Funding.....			4,508	600	650	850	600

- (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.

Racing and Wagering Western Australia

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Authority's Asset Investment Program totals \$7.7 million in 2020-21 and remains focused on the ongoing development, enhancement and replacement of hardware, software and retail terminals. Future asset investment will be adjusted to suit the changing wagering environment and operational requirements of the organisation.

	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
WORKS IN PROGRESS							
Business Systems and Products	21,286	19,721	185	345	140	140	940
Other Works	19,552	10,531	985	1,884	2,014	2,549	2,574
Racing Systems, Infrastructure and Minor Capital	7,102	2,301	1,853	1,200	1,200	1,201	1,200
Wagering Systems and Products	40,977	23,640	2,136	4,330	4,257	4,335	4,415
Total Cost of Asset Investment Program	88,917	56,193	5,159	7,759	7,611	8,225	9,129
FUNDED BY							
Internal Funds and Balances			5,159	7,759	7,611	8,225	9,129
Total Funding			5,159	7,759	7,611	8,225	9,129

(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.

Western Australian Greyhound Racing Association

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Asset Investment Program consists of plant and equipment replacement at the Cannington and Mandurah racetracks.

	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
COMPLETED WORKS							
Plant and Equipment							
Cannington - 2019-20 Program	258	258	258	-	-	-	-
Mandurah - 2019-20 Program	274	274	274	-	-	-	-
NEW WORKS							
Plant and Equipment							
Cannington - 2020-21 Program	620	-	-	170	150	150	150
Mandurah - 2020-21 Program	520	-	-	70	150	150	150
Total Cost of Asset Investment Program	1,672	532	532	240	300	300	300
FUNDED BY							
Internal Funds and Balances			532	240	300	300	300
Total Funding			532	240	300	300	300

(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.

The Burswood Park Board

Part 4 Jobs and Economic Development

Asset Investment Program

1. A number of the Board's park assets require upgrades, including electrical and irrigation pumps; sediment filters; and resurfacing of footpaths, to enhance safety and security throughout the park. A rolling asset replacement program has been established to facilitate these upgrades.

	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
COMPLETED WORKS							
Asset Replacement - 2019-20 Program	248	248	248	-	-	-	-
NEW WORKS							
Asset Replacement							
2020-21 Program	560	-	-	560	-	-	-
2021-22 Program	410	-	-	-	410	-	-
2022-23 Program	610	-	-	-	-	610	-
2023-24 Program	300	-	-	-	-	-	300
Total Cost of Asset Investment Program	2,128	248	248	560	410	610	300
FUNDED BY							
Internal Funds and Balances			248	560	410	610	300
Total Funding			248	560	410	610	300

- (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.