

Part 7

Community Safety

Introduction

The Community Safety portfolio delivers services to ensure a safe and secure community. This includes metropolitan, regional, remote and specialist policing services, road safety awareness, a fair and just legal system, corrective services, and a timely and effective response to emergency management.¹

Summary of Recurrent and Asset Investment Expenditure

Agency	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Western Australia Police Force		
– Total Cost of Services	1,595,077	1,628,953
– Asset Investment Program	62,124	140,779
Justice		
– Total Cost of Services	1,623,424	1,691,775
– Asset Investment Program	105,536	77,648
Legal Aid Commission of Western Australia		
– Asset Investment Program	531	3,260
Fire and Emergency Services		
– Total Cost of Services	470,657	472,293
– Asset Investment Program	33,461	74,583
Office of the Director of Public Prosecutions		
– Total Cost of Services	48,455	49,676
– Asset Investment Program	1,009	1,523

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
Corruption and Crime Commission		
– Total Cost of Services	28,017	27,741
– Asset Investment Program	912	1,300
Chemistry Centre (WA)		
– Total Cost of Services	29,997	28,678
– Asset Investment Program	2,514	2,500
Office of the Inspector of Custodial Services		
– Total Cost of Services	3,409	3,609
Parliamentary Inspector of the Corruption and Crime Commission		
– Total Cost of Services	644	809

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

Ministerial Responsibilities

Minister	Agency	Services
Minister for Police; Road Safety	Western Australia Police Force	<ol style="list-style-type: none"> 1. Metropolitan Policing Services 2. Regional and Remote Policing Services 3. Specialist Policing Services 4. Road Safety Commission
Attorney General; Minister for Commerce	Justice	<ol style="list-style-type: none"> 1. Court and Tribunal Services 2. Advocacy, Guardianship and Administration Services 3. Trustee Services 4. National Redress Scheme for Institutional Child Sexual Abuse 5. Births, Deaths and Marriages 6. Services to Government 7. Legal Aid Assistance
Minister for Emergency Services; Corrective Services	Justice	<ol style="list-style-type: none"> 8. Adult Corrective Services 9. Youth Justice Services
	Fire and Emergency Services	<ol style="list-style-type: none"> 1. Community Awareness, Education and Information Services 2. Health, Safety, Wellbeing and Training Services 3. Delivery of Frontline Services Before, During and After Incidents
	Office of the Inspector of Custodial Services	<ol style="list-style-type: none"> 1. Inspection and Review of Custodial Services
Attorney General; Minister for Commerce	Legal Aid Commission of Western Australia	n/a
	Office of the Director of Public Prosecutions	<ol style="list-style-type: none"> 1. Criminal Prosecutions 2. Confiscation of Assets
	Corruption and Crime Commission	<ol style="list-style-type: none"> 1. Assessing All Allegations of Serious Misconduct Received 2. Investigating Allegations of Serious Misconduct
	Parliamentary Inspector of the Corruption and Crime Commission	<ol style="list-style-type: none"> 1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations
Minister for Water; Fisheries; Forestry; Innovation and ICT; Science	Chemistry Centre (WA)	<ol style="list-style-type: none"> 1. Commercial and Scientific Information and Advice 2. Emergency Response Management 3. Research and Development

Division 28 Western Australia Police Force

Part 7 Community Safety

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 63 Net amount appropriated to deliver services	1,361,126	1,384,498	1,403,840	1,417,591	1,456,751	1,492,560	1,541,293
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	4,825	4,825	4,712	4,622	4,640	4,661	4,682
Total appropriations provided to deliver services	1,365,951	1,389,323	1,408,552	1,422,213	1,461,391	1,497,221	1,545,975
ADMINISTERED TRANSACTIONS							
Amount provided for Administered Grants, Subsidies and Other Transfer Payments ^(b)	-	16,094	16,174	-	-	-	-
CAPITAL							
Item 128 Capital Appropriation	16,085	88,099	72,876	122,122	79,195	71,475	42,138
TOTAL APPROPRIATIONS	1,382,036	1,493,516	1,497,602	1,544,335	1,540,586	1,568,696	1,588,113
EXPENSES							
Total Cost of Services	1,530,676	1,581,360	1,595,077	1,628,953	1,636,255	1,676,430	1,725,740
Net Cost of Services ^(c)	1,374,484	1,423,273	1,444,680	1,477,696	1,479,795	1,521,208	1,569,115
Adjusted Total Cost of Services ^(d)	1,476,927	1,517,016	1,533,822	1,559,826	1,590,861	1,624,224	1,670,290
CASH ASSETS ^(e)	115,893	50,277	134,131	69,070	65,908	69,464	74,077

- (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) Administered Transactions funding of \$16.2 million in 2019-20 represents the Western Australia Police Force Redress Scheme to recognise and support former police officers medically retired due to a work-related illness or injury.
- (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) Adjusted Total Cost of Services excludes Road Trauma Trust Account (RTTA) grants for road safety initiatives delivered by other entities. These grants are considered on an annual basis and contribute to the variability in the Total Cost of Services recorded from 2020-21 to 2023-24. Further detail is provided in the Total Cost of Services - Reconciliation Table.
- (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 Western Australia Police Force'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					
Additional 150 Police Officers	-	17,332	17,929	18,681	19,428
Fremantle Police Complex	-	1,027	901	1,104	320
Multi-functional Policing Facilities Heating, Ventilation, and Air Conditioning (HVAC) Replacement (Tranche 3)	-	-	287	289	-
Refurbishment of Police Stations	-	1,371	-	-	-
RTTA					
Run-off Road Crashes Program	-	3,100	3,100	5,000	5,000
Safe Intersections Program	-	2,400	(650)	11,300	14,300
Tracking and Tracing Capabilities	1,392	4,688	3,210	3,271	3,331

	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					
800 Additional Police Officers	-	13,011	50,674	81,507	111,592
Australian Firearms Information Network Integration	416	-	-	-	-
Body Armour	6,294	12,889	-	-	-
Fremantle Police Complex - Planning	180	402	-	-	-
National Criminal Intelligence System	447	600	-	-	-
National Disability Insurance Scheme - Worker Screening	-	165	83	85	86
Operation Heat Shield	5,000	-	-	-	-
Other COVID-19 - Operating Costs	24,473	10,565	3,739	3,321	3,397
Police and Community Youth Centres (PCYC) - Maintenance and Upgrades	305	5,595	-	-	-
Police Headquarters Planning	106	325	-	-	-
RTTA - Infringement Management Reform Program	-	3,097	5,538	4,724	383
Ongoing Initiatives					
CCTV					
Mandurah War Memorial	-	350	-	-	-
State Strategy	247	462	-	-	-
Government Office Accommodation Reform Program	-	(7,888)	(1,931)	(1,255)	(1,224)
Living Safe Together Intervention Program	214	-	-	-	-
Local Projects Local Jobs Grant	50	124	-	-	-
National Anti-gangs Squad	1,850	1,650	1,650	-	-
Police Radio Network - Commonwealth Legislated Radio Frequency	-	381	443	490	700
Police Services Expenditure	(11,791)	19,708	29,729	21,301	21,258
Proceeds of Crime	487	-	-	-	-
RTTA					
Education, Engagement and Implementation Program	(3)	636	390	318	498
Impaired Driving Program	652	-	-	-	40
Safe Speed Program	-	-	13	(1,468)	(1,573)
Vulnerable Road Users Program	-	36	77	118	243
Other					
2019-20 Operating Pressures	4,613	-	-	-	-
2020-21 Tariffs, Fees and Charges	-	168	168	168	168

(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

WA Recovery Plan and COVID-19 Pandemic Response

1. The COVID-19 pandemic has required the agency to provide leadership through the State Emergency Coordinator and support to the Hazard Management Agency to mitigate the risks and impacts of the virus. The agency is applying its emergency management plans and practices to ensure there has been an ongoing quality police service to the community, support to allied health services, and to protect the health and safety of police personnel as they perform their duties throughout the state of emergency. In addition to the delivery of policing services, the Western Australia Police Force has been performing duties associated with border security, quarantine arrangements, and compliance measures.
2. To support the Western Australia Police Force's response to the COVID-19 pandemic, the Government has provided an additional \$91.2 million to immediately recruit an additional 150 police officers to strengthen the frontline, and enhance tracking and tracing capabilities of community members subject to movement restrictions made under the state of emergency declaration.
3. In addition, a number of key infrastructure upgrades to police facilities will take place as part of the WA Recovery Plan, driving economic recovery, creating local jobs, and assisting the agency in delivering better police services for communities throughout Western Australia. These upgrades include \$52.6 million towards a new, purpose-built police station in Fremantle, planned to be located on the former Stan Reilly reserve site on South Terrace, and \$23.8 million to refurbish and upgrade 15 police stations across regional and metropolitan Western Australia.

Keeping Communities Safer Together

4. The 2020-21 Budget builds on the Government's commitment to keep Western Australian communities safe, to support families and the most vulnerable, and to reduce harm. In a record investment, \$256.8 million will be spent to recruit 800 officers to strengthen policing capability and presence in the community. This is in addition to 150 additional officers included in the Recovery Plan, with a total \$330.2 million to be spent on delivering an additional 950 police officers over the next four years. As well as increasing the capability of the Western Australia Police Force, the additional capacity will provide relief for the existing Force, and an important boost to the health and safety of police officers.
5. The Western Australia Police Force is committed to providing quality policing services to protect and maintain the safety of the Western Australian community. The agency's strategic direction continues to drive the focus on policing priorities to enforce the law, prevent crime and manage and coordinate emergencies.
6. Illicit drugs continue to impact the community and impact the community's experience of crime, antisocial behaviour, and demand for policing services. The Western Australia Police Force continues to identify and combat the current and emerging threats of serious and organised crime and criminal networks. Acknowledging the devastating impact illicit drugs has on the community, the agency is targeting reduction in drug-related harm, including the implementation of the Government's Meth Action Plan. This is largely achieved through the focus on organised criminal networks to disrupt the supply of illicit drugs into Western Australia, through the Meth Border Force resources (including the Drug and Firearms Squad) to target the transit and manufacturing of illicit drugs and firearms within the State. The agency continues to build strong relationships with law enforcement bodies in Australian and overseas jurisdictions, and to focus on the proceeds of crime.
7. Effectively responding to reported incidents of family violence and providing victims with continued support remains a priority for the Western Australia Police Force. For this to occur, the agency continues to be adaptive and applies good practice in addressing this complex issue. The agency will keep the community safe by continuing to build on the effectiveness of its Family Violence Teams and will seek to improve risk identification and integration with partner agencies, including initiatives pursuant to the Path to Safety and Western Australia's strategy to reduce family and domestic violence 2020-2030.
8. The Western Australia Police Force remains dedicated to improving the wellbeing of Aboriginal and Torres Strait Islander people. Through genuine partnerships and engagement, the agency is committed to understanding Aboriginal citizens and culture to inform policing strategies that will improve community safety for Aboriginal citizens and reduce Aboriginal over-representation in the justice system. The agency continues to examine how to attract, develop and retain Aboriginal officers and employees, particularly in regional and remote areas, including through the Cadet program. Recent initiatives such as the Aboriginal Affairs Division and the Aboriginal Police Service Medal will continue to recognise the contribution of Aboriginal officers and employees.
9. The prevalence of mental health issues in the Western Australian community, including high risk groups, impacts the demand for and delivery of policing services. The Mental Health Co-Response model is a collaborative partnership that provides early intervention and diversion from the criminal justice system into appropriate health system pathways. As well as improving the outcomes for people experiencing mental health issues, the Mental Health Co-Response is reducing the impact on hospital emergency departments and providing a focused policing effort to this increasingly complex community issue.
10. The Western Australia Police Force continues to build positive relationships with young people in the community through a variety of youth-focused programs and interactions. The agency is contributing to better outcomes for youth and the wider community by leveraging opportunities with partner agencies, including the Western Australian Police and Community Youth Centres, to provide early intervention, diversion, and prevention strategies to youth engaged in, or at risk of, antisocial or criminal behaviour.
11. To reduce the road toll and trauma, the Western Australia Police Force targets traffic law enforcement of Category A offences such as driving without a license or while impaired by drugs or alcohol, mobile phone usage, non-use of seatbelts and helmets and reckless driving, including through the development of the Regional Enforcement Unit.
12. The National Terrorism Threat for Australia remains at 'probable'. The agency continues to maintain its capacity and capability to prevent and respond to threats and incidents, including through collaborative relationships with partner agencies and community stakeholders.

13. The Western Australia Police Force is the Hazard Management Agency for emergencies involving persons lost, in distress on land, or in a marine environment requiring significant coordination of search operations. These emergencies present complex challenges which are heightened when they occur in our unique regional and remote landscape. They result in resource-intensive land and marine searches and rescue responses. The agency also responds during times of natural disasters that include cyclones, fires and floods. The Commissioner of Police performs the role of State Emergency Coordinator and police officers perform a coordination role throughout the state as both Local and District Emergency Coordinators.
14. Workforce safety, health and welfare, including appropriate support for officers injured on duty and their families, continue to be priorities. The agency continues to build workforce diversity and inclusion to be more representative of, and responsive to the community.
15. Technology continues to impact the demand for policing services, enable an improved policing response to the community, and improve officer safety. Technology also contributes to creating a more efficient, flexible and responsive infringement management service for the Western Australian community.

Road Safety

16. The State's new road safety strategy will build on the Safe System principles to deliver safety benefits and reductions in road trauma. Achieving and sustaining further improvements in road safety requires a continued focus across Government and the community, including community awareness and education to change road user behaviour, coordination, analysis and reporting.
17. The number of regional road fatalities continues to be too high. The State has committed \$20 million in annual funding from the RTTA to the Run-off Road Crashes Road Improvement program across the forward estimates period. Additionally, Commonwealth funding of \$80 million in 2020-21 has been secured for a Regional Road Safety Program to reduce run-off crashes.
18. The number of young drivers aged 17-19 years old who are killed or seriously injured continues to decline at nearly double the rate of overall improvement across all ages. Crashes involving speeding, drink driving and not wearing seatbelts are also showing good reductions. However, there has been an increase in the number of fatalities caused by inattention and human error. Most fatalities are male, and single vehicle crashes are still the most common fatal crash type.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Strong Communities: Safe communities and supported families.	Contribute to community safety and security.	1. Metropolitan Policing Services 2. Regional and Remote Policing Services 3. Specialist Policing Services
	Improve coordination and community awareness of road safety in Western Australia.	4. Road Safety Commission

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. Metropolitan Policing Services.....	549,447	558,222	565,752	570,455	582,833	596,966	616,369
2. Regional and Remote Policing Services.....	415,850	422,629	432,331	431,859	444,624	456,764	473,273
3. Specialist Policing Services	497,891	519,419	523,097	534,480	540,984	549,115	563,386
4. Road Safety Commission	67,488	81,090	73,897	92,159	67,814	73,585	72,712
Total Cost of Services.....	1,530,676	1,581,360	1,595,077	1,628,953	1,636,255	1,676,430	1,725,740

(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.

Total Cost of Services - Reconciliation Table

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
Total Cost of Services.....	1,530,676	1,581,360	1,595,077	1,628,953	1,636,255	1,676,430	1,725,740
Less:							
RTTA Grants to Other Entities ^(b)	53,749	64,344	61,255	69,127	45,394	52,206	55,450
Adjusted Total Cost of Services	1,476,927	1,517,016	1,533,822	1,559,826	1,590,861	1,624,224	1,670,290

(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 Western Australia Police Force distributes RTTA grants to other Western Australian Government agencies, local governments and non-government organisations. These grants are included in Service 4 in the Service Summary table.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual	2020-21 Budget Target	Note
Outcome: Contribute to community safety and security:					
Rate of offences against the person (excluding family violence-related offences) per 100,000 people	788	810	804.8	810	
Rate of offences against property (excluding family violence-related offences) per 100,000 people	5,748.5	6,200	5,172.7	6,200	1
Percentage of sworn police officer hours available for frontline policing duties	74.6%	75%	73.3%	75%	2
Percentage of priority one and two incidents in the metropolitan area responded to within 12 minutes	85.2%	80%	80%	80%	3
Percentage of priority three incidents in the metropolitan area responded to within 60 minutes	80.5%	80%	76.8%	80%	4
Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within seven days	78.3%	75%	75.2%	75%	5
Percentage of offences against the person investigations finalised within 60 days	88.6%	85%	88.1%	85%	
Percentage of offences against property investigations finalised within 30 days	90.1%	90%	87.9%	90%	6
Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences.....	98%	90%	97.8%	90%	
The percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police.....	84.7%	82%	83.9%	82%	
The percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police.....	83.9%	85%	83.1%	85%	
Outcome: Improve coordination and community awareness of road safety in Western Australia:					
Effectiveness of road safety awareness campaigns.....	73%	70%	82%	70%	

(a) Further detail in support of the key effectiveness indicators is provided in the Western Australia Police Force's Annual Report.

Explanation of Significant Movements

(Notes)

1. The significant decrease in the 2019-20 Actual compared with the 2019-20 Budget and 2018-19 Actual was partially attributable to the restrictions on the movement of people due to COVID-19 directions since March 2020 and changed behaviour during that period. The continuing decrease in offences since the easing of some restrictions has also been achieved by the deployment of the Regional Investigations Unit to target, apprehend and charge over 200 of the most prolific high harm volume crime offenders.
2. The decrease in the 2019-20 Actual compared with the 2019-20 Budget reflects a decrease in the hours available for frontline duties as a percentage of the baseline hours (total police hours less annual and long service leave). There was actually a 1.8% increase in the number of hours available for frontline duties (compared with 2018-19) due to increased frontline police officer overtime hours during the state of emergency declared for COVID-19. However, this increase was offset by a larger increase in baseline hours in 2019-20 due to a decrease in annual and long service leave hours being taken, resulting in the decrease in the 2019-20 Actual as a percentage.
3. The decrease in the 2019-20 Actual compared with the 2018-19 Actual reflects an increase in the number of incidents attended in 2019-20 compared with 2018-19. The types of incidents contributing to this increase included: disturbance, family violence, offender on premises, and welfare check.

4. The decrease in the 2019-20 Actual compared with the 2019-20 Budget Target reflects the prioritisation of resources to attend additional priority one and two incidents before attending priority three incidents. Prior to the COVID-19 pandemic, there was an overall increase in priority one and two incidents. However, since the state of emergency was declared due to COVID-19, there was an overall reduction in priority one, two and three incidents. In the months of May and June 2020, more than 80% of the priority three incidents were attended to within 60 minutes.
5. The decrease in the 2019-20 Actual compared with the 2018-19 Actual can be attributed in part to the significant increase in family violence-related offences against the person compared with 2018-19. This increase also placed additional demands on available resources to process offenders within seven days.
6. The decrease in the 2019-20 Actual compared with the 2019-20 Budget and 2018-19 Actual can be attributed in part to a reallocation of resources to Operation Protect and Operation Sequester for the state of emergency Operation TIDE due to COVID-19.

Services and Key Efficiency Indicators

1. Metropolitan Policing Services

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 549,447	\$'000 558,222	\$'000 565,752	\$'000 570,455	
Less Income	14,743	13,677	11,633	12,379	
Net Cost of Service	534,704	544,545	554,119	558,076	
Employees (Full-Time Equivalents)	3,606	3,697	3,725	3,884	
Efficiency Indicators					
Average cost of metropolitan policing services per person in the Perth metropolitan area	\$267	\$268	\$271	\$271	

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

2. Regional and Remote Policing Services

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 415,850	\$'000 422,629	\$'000 432,331	\$'000 431,859	
Less Income	18,643	17,340	15,893	16,503	
Net Cost of Service	397,207	405,289	416,438	415,356	
Employees (Full-Time Equivalents)	2,029	2,073	2,068	2,156	
Efficiency Indicators					
Average cost of regional and remote policing services per person in regional Western Australia	\$777	\$765	\$808	\$811	

(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.

3. Specialist Policing Services

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 497,891	\$'000 519,419	\$'000 523,097	\$'000 534,480	
Less Income	25,662	25,766	25,026	28,133	
Net Cost of Service	472,229	493,653	498,071	506,347	
Employees (Full-Time Equivalents)	2,921	2,959	2,955	3,082	
Efficiency Indicators					
Average cost of specialist services per person in Western Australia.....	\$192	\$197	\$200	\$203	

(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.

4. Road Safety Commission

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 67,488	\$'000 81,090	\$'000 73,897	\$'000 92,159	
Less Income	97,144	101,304	97,845	94,242	
Net Cost of Service	(29,656)	(20,214)	(23,948)	(2,083)	1
Employees (Full-Time Equivalents)	25	32	33	36	
Efficiency Indicators					
Percentage of Road Safety Commission projects completed on time	86%	90%	71%	90%	2
Percentage of Road Safety Commission projects completed on budget	78%	95%	100%	95%	3

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

Explanation of Significant Movements

(Notes)

1. The increase in the 2020-21 Budget Target compared with the 2019-20 Actual is mainly due to allocation of additional RTTA funding for the new major road safety projects in 2020-21 and carryovers from 2019-20 to 2020-21.
2. The decrease in the 2019-20 Actual compared with the 2019-20 Budget reflects that in 2019-20, the Road Safety Commission delivered one of five key planned events, namely the Road Safety Research Forum. Planned events for the National Road Safety Week (postponed to November 2020) and events at regional locations to engage with the community were not delivered due to restrictions on conducting events as a result of COVID-19. Ten road safety campaigns were run in part but cut short due to the impact of the COVID-19 pandemic.
3. The increase in the 2019-20 Actual compared with the 2018-19 Actual reflects improvements in creative, media planning and booking processes which were reviewed and improved during 2018-19 with more effective monitoring of media and delivery to target audiences.

Asset Investment Program

1. To support the delivery of the Western Australia Police Force services, the agency has a widespread Asset Investment Program. New capital funding in this Budget forms part of the WA Recovery Plan, and largely focuses on responses to the COVID-19 pandemic, economic stimulus in the wake of the pandemic, and safer, modern police facilities.

WA Recovery Plan

2. WA Recovery Plan projects include:
 - 2.1. construction of a purpose built, modern police station in Fremantle (\$49.2 million). The state-of-the-art facility is planned to be built at the former Stan Reilly Reserve site on South Terrace near the corner of Parry Street;
 - 2.2. refurbishments at 15 police stations across regional and metropolitan Western Australia (\$22.4 million);
 - 2.3. improvements to be carried out at an additional five multi-functional police stations in remote regional Western Australia (\$13.6 million);
 - 2.4. an upgrade of the wharf and construction of a new jetty for the Fremantle Headquarters of the Water Police (\$4.2 million); and
 - 2.5. enhanced tracking and tracing capabilities (\$4.6 million), including 200 GPS tracking devices for electronic monitoring, and 100 mobile intelligence cameras, also known as Automatic Number Plate Recognition technology. This technology will give the Western Australia Police Force greater capability to monitor movements of non-compliant community members who are subject to the movement restrictions implemented under directions made pursuant to the state of emergency declaration. This capability can continue to be used after the event for other offenders.

Other Initiatives

3. Significant investment is continuing in 2020-21 on the following projects:
 - 3.1. Capel Police Station: this project, an election commitment, will meet the needs of the community of Capel, and contribute to policing the inland areas surrounding Bunbury;
 - 3.2. Digital Policing: in 2019-20 the Western Australia Police Force initially planned and successfully deployed 4,350 mobile phones to frontline officers with name and vehicle search capability and tasking information. To support the COVID-19 response, the roll-out of mobile phones was expanded to a total of 6,521 officers state-wide. The capital funding is being used to create the information and communications technology (ICT) connectivity platform on which applications are built. Police officers in the field are benefiting from the more timely and accurate information. It is enabling officers to spend more time within the community rather than repetitively returning to base to perform administrative functions; and
 - 3.3. Armadale Courthouse and Police Complex: construction is underway and scheduled for completion in 2021-22. Upon occupation, the building will allow the Western Australia Police Force and Department of Justice to provide services to address the rapidly growing demand in the South East Metropolitan District. The building includes a police complex, a shared custody centre and will house five courtrooms.

	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							
Fleet and Equipment							
Asset Equipment Management Program 2018-2021	18,319	9,321	3,685	8,998	-	-	-
Election Commitment - Meth Border Force	5,646	2,684	163	2,362	600	-	-
Helicopter Replacement	26,900	867	469	4,706	21,327	-	-
Royal Commission - Specialist Child Interview Recording Equipment	36	-	-	36	-	-	-
ICT and Radio Infrastructure							
Digital Policing - Mobility	5,699	1,422	1,422	4,277	-	-	-
ICT Optimisation Program 2017-2021	27,256	22,493	5,496	4,763	-	-	-
National Criminal Intelligence System	900	-	-	900	-	-	-
National Disability Insurance Worker Screening	560	-	-	560	-	-	-
State-wide CCTV Network	2,086	1,864	129	222	-	-	-

	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
Land and Buildings Infrastructure							
Armadale Courthouse and Police Complex	74,220	13,193	11,398	48,163	12,864	-	-
Custodial Facilities Upgrade Program 2018-2021	10,712	7,556	1,520	3,156	-	-	-
Election Commitment - Capel Police Station	7,930	3,157	2,811	4,773	-	-	-
Multi-functional Policing Facilities HVAC Replacement Tranche 1 (Royalties for Regions (RfR))	12,564	7,378	4,212	5,186	-	-	-
Officer Accommodation, Office Space and Child Friendly Interview Rooms in Remote Western Australia	3,654	1,273	941	2,381	-	-	-
Optus Stadium Deployment Centre	744	532	-	104	108	-	-
Police Station Upgrade Program 2018-2021	15,917	10,871	7,477	5,046	-	-	-
Westralia Square Accommodation	5,318	3,418	-	-	1,900	-	-
Police Radio Network - Community Safety Network Regional Radio Network Replacement Program	55,527	55,300	2,230	227	-	-	-
RTTA							
Automatic Number Plate Recognition - Technology Refresh	96	-	-	96	-	-	-
Breath and Drug Bus Replacement	726	264	264	462	-	-	-
Expansion of Automated Traffic Enforcement Strategy	9,955	9,455	1,182	500	-	-	-
Speed Camera Replacement Program	15,731	10,962	5,327	4,769	-	-	-
COMPLETED WORKS							
ICT and Radio Infrastructure - Recognition of Investing Activities from Recurrent Funding	7,220	7,220	7,220	-	-	-	-
Land and Buildings Infrastructure							
Accommodation Infrastructure Upgrades	48,780	48,780	41	-	-	-	-
Fremantle Police Complex Planning	15	15	15	-	-	-	-
Western Australia Police Force Perth Headquarters Planning	29	29	29	-	-	-	-
Police Radio Network - Commonwealth Legislated Radio Frequency Change	9,804	9,804	3,251	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
ICT and Radio Infrastructure - Electronic Tracking and Tracing Capability	4,554	2,842	2,842	1,712	-	-	-
Land and Buildings Infrastructure							
Fremantle Police Complex	49,234	-	-	2,980	18,782	27,472	-
Fremantle Water Police - Wharf and Jetty Renewal	4,180	-	-	4,180	-	-	-
Kununurra Police Station Alterations	500	-	-	500	-	-	-
Multi-functional Policing Facilities HVAC Replacement Tranche 2 (RfR)	5,828	-	-	5,039	789	-	-
HVAC Replacement Tranche 3	7,749	-	-	-	5,388	2,361	-
Refurbishment of Police Stations	21,900	-	-	21,900	-	-	-
Other New Works							
Fleet and Equipment - Asset Equipment Management Program 2022-2024	21,115	-	-	-	6,615	7,300	7,200
ICT and Radio Infrastructure							
Criminal Organisations Control Bill 2011 - ICT Systems	757	-	-	757	-	-	-
ICT Optimisation Program 2022-2024	6,592	-	-	-	972	2,264	3,356
National Domestic Violence Order Scheme	2,024	-	-	2,024	-	-	-
Land and Buildings Infrastructure							
Custodial Facilities Upgrade Program 2022-2024	7,920	-	-	-	2,640	2,640	2,640
Police Station Upgrade Program 2022-2024	11,880	-	-	-	3,960	3,960	3,960
Total Cost of Asset Investment Program	510,577	230,700	62,124	140,779	75,945	45,997	17,156
FUNDED BY							
Asset Sales			1	30	25	-	-
Capital Appropriation			26,702	86,900	44,184	36,433	6,600
Drawdowns from Royalties for Regions Fund			14,254	7,232	789	-	-
Drawdowns from the Holding Account			21,466	9,600	18,693	9,564	10,556
Internal Funds and Balances			(8,345)	31,367	2,033	-	-
Other			8,046	4,750	10,221	-	-
Other Grants and Subsidies			-	900	-	-	-
Total Funding			62,124	140,779	75,945	45,997	17,156

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

Financial Statements

Income Statement

Expenses

1. The Total Cost of Services is expected to increase by \$33.9 million in the 2020-21 Budget when compared to the 2019-20 Actual. This is mainly due to additional funding provided in 2020-21 for 800 additional police officers and the WA Recovery Plan, partly offset by the one-off funding provided for Operation Heat Shield in 2019-20.

Income

2. The decrease of \$7.7 million in Total Income from the 2019-20 Budget to the 2019-20 Actual is mainly due to introduction of new income standard (AASB 1058: *Income of Not-for-Profit Entities*) impacting hoon and no motor driver's licence recoups where revenue is recognised based on the amount expected to be collected and reduction in other regulated fees and charges as a result of an impact from the COVID-19 pandemic.

Statement of Financial Position

3. Total assets are increasing over the forward estimates period, reflecting an increase in holding account receivables and the purchase of fixed assets under the approved Asset Investment Program (offset by depreciation) offset by the decrease in RTTA cash balances.

Statement of Cashflows

4. The net decrease in cash held of \$65.1 million in the 2020-21 Budget Estimate relative to the 2019-20 Actual is mainly due to Road Safety Commission grants and utilisation of internal funds and balances for the Asset Investment Program mainly as a result of carryovers from previous years.

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)	1,122,280	1,064,900	1,133,758	1,158,034	1,195,170	1,242,774	1,286,776
Grants and subsidies ^(d)	59,290	72,078	70,308	81,077	47,277	53,456	56,700
Supplies and services	162,967	169,859	176,449	168,771	167,257	158,132	157,414
Accommodation	57,797	38,580	56,925	53,429	60,242	62,077	62,884
Depreciation and amortisation	57,908	138,920	95,860	95,980	96,986	102,276	100,664
Finance and interest costs	-	26,396	1,609	2,731	3,171	3,107	2,904
Other expenses	70,434	70,627	60,168	68,931	66,152	54,608	58,398
TOTAL COST OF SERVICES	1,530,676	1,581,360	1,595,077	1,628,953	1,636,255	1,676,430	1,725,740
Income							
Sale of goods and services	2,635	6,026	1,492	2,560	2,608	2,656	2,706
Regulatory fees and fines	18,591	17,854	18,216	18,402	20,664	21,452	22,303
Grants and subsidies	4,973	2,461	4,393	5,611	2,561	911	911
RTTA revenue	97,144	101,304	97,845	94,242	98,990	97,834	97,834
Other revenue	32,849	30,442	28,451	30,442	31,637	32,369	32,871
Total Income	156,192	158,087	150,397	151,257	156,460	155,222	156,625
NET COST OF SERVICES	1,374,484	1,423,273	1,444,680	1,477,696	1,479,795	1,521,208	1,569,115
INCOME FROM STATE GOVERNMENT							
Service appropriations	1,365,951	1,389,323	1,408,552	1,422,213	1,461,391	1,497,221	1,545,975
Resources received free of charge	3,339	4,264	3,403	4,264	4,264	4,264	4,264
Royalties for Regions Fund: Regional Community Services Fund	17,326	19,525	15,559	18,972	19,029	19,076	19,286
TOTAL INCOME FROM STATE GOVERNMENT	1,386,616	1,413,112	1,427,514	1,445,449	1,484,684	1,520,561	1,569,525
SURPLUS/(DEFICIENCY) FOR THE PERIOD	12,132	(10,161)	(17,166)	(32,247)	4,889	(647)	410

(a) Full audited financial statements are published in the Western Australia Police Force'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 8,581, 8,781 and 9,158 respectively.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(a) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
CCTV							
Mandurah War Memorial Fund	-	-	-	350	-	-	-
State Strategy	346	-	247	462	-	-	-
Community Safety and Crime Prevention							
Partnership Fund	1,561	1,250	1,084	1,250	1,250	1,250	1,250
Emergency Alert Phase 4	61	-	-	-	-	-	-
Local Projects Local Jobs Grant	146	-	50	124	-	-	-
Other Grants	2,090	-	883	-	-	-	-
PCYC							
Annual Grant Funding	1,287	-	-	-	-	-	-
Carnarvon and Kununurra	-	1,198	1,198	1,169	633	-	-
Indigenous Advancement Strategy - West Kimberley Youth and Resilience Hub Project	50	1,286	1,286	-	-	-	-
Maintenance and Upgrades	-	-	305	5,595	-	-	-
Sustainability Funding	-	4,000	4,000	3,000	-	-	-
Road Safety Initiatives - Government Organisations	51,085	61,394	58,577	65,914	42,298	49,057	52,240
Road Safety Initiatives - Non-government Organisations	2,664	2,950	2,678	3,213	3,096	3,149	3,210
TOTAL	59,290	72,078	70,308	81,077	47,277	53,456	56,700

(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.....	24,311	4,996	48,087	18,946	16,913	16,913	16,913
Restricted cash - RTTA	60,496	27,671	54,279	25,404	20,945	21,171	22,454
Restricted cash.....	18,477	798	14,953	4,578	4,578	4,578	4,578
Holding account receivables.....	18,866	14,351	12,600	17,970	8,849	12,449	12,449
Receivables	10,502	11,509	12,617	12,617	12,617	12,617	12,617
Other.....	5,348	8,962	5,315	5,315	5,315	5,315	5,315
Assets held for sale	-	-	702	702	702	702	702
Total current assets.....	138,000	68,287	148,553	85,532	69,919	73,745	75,028
NON-CURRENT ASSETS							
Holding account receivables.....	544,331	668,900	624,617	705,627	793,041	882,153	972,261
Property, plant and equipment.....	954,726	1,503,820	1,026,529	1,121,987	1,139,869	1,108,465	1,050,785
Intangibles	51,976	31,885	51,490	46,538	45,007	38,352	34,474
Restricted cash	12,609	16,812	16,812	20,142	23,472	26,802	30,132
Total non-current assets.....	1,563,642	2,221,417	1,719,448	1,894,294	2,001,389	2,055,772	2,087,652
TOTAL ASSETS	1,701,642	2,289,704	1,868,001	1,979,826	2,071,308	2,129,517	2,162,680
CURRENT LIABILITIES							
Employee provisions.....	178,682	174,471	210,026	214,229	218,432	222,635	226,838
Payables.....	22,991	19,940	12,845	12,845	12,845	12,845	12,845
Borrowings and leases	-	133,060	28,298	28,750	28,883	25,879	25,945
Other.....	16,096	16,318	23,570	23,570	23,570	23,570	23,570
Total current liabilities.....	217,769	343,789	274,739	279,394	283,730	284,929	289,198
NON-CURRENT LIABILITIES							
Employee provisions.....	80,602	68,096	83,703	83,703	83,703	83,703	83,703
Borrowings and leases	-	398,041	34,435	44,498	46,746	32,928	19,274
Other.....	303	328	1,254	1,254	1,254	1,254	1,254
Total non-current liabilities.....	80,905	466,465	119,392	129,455	131,703	117,885	104,231
TOTAL LIABILITIES	298,674	810,254	394,131	408,849	415,433	402,814	393,429
EQUITY							
Contributed equity.....	812,492	919,462	898,789	1,028,143	1,108,152	1,179,627	1,221,765
Accumulated surplus/(deficit).....	275,071	245,493	254,566	222,319	227,208	226,561	226,971
Reserves	315,405	314,495	320,515	320,515	320,515	320,515	320,515
Total equity	1,402,968	1,479,450	1,473,870	1,570,977	1,655,875	1,726,703	1,769,251
TOTAL LIABILITIES AND EQUITY	1,701,642	2,289,704	1,868,001	1,979,826	2,071,308	2,129,517	2,162,680

(a) Full audited financial statements are published in the Western Australia Police Force'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.....	1,305,999	1,250,403	1,313,066	1,326,233	1,364,405	1,394,945	1,445,311
Capital appropriation ^(c)	16,085	88,099	72,876	122,122	79,195	71,475	42,138
Holding account drawdowns.....	19,669	18,866	21,466	9,600	18,693	9,564	10,556
Royalties for Regions Fund:							
Regional Community Services Fund.....	17,326	19,525	15,559	18,972	19,029	19,076	19,286
Regional Infrastructure and Headworks Fund.....	11,830	16,447	14,254	7,232	789	-	-
Receipts paid into Consolidated Account.....	(665)	-	-	-	-	-	-
Net cash provided by State Government	1,370,244	1,393,340	1,437,221	1,484,159	1,482,111	1,495,060	1,517,291
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(1,097,779)	(1,057,697)	(1,109,041)	(1,153,831)	(1,190,967)	(1,238,571)	(1,282,573)
Grants and subsidies.....	(59,297)	(72,078)	(68,966)	(81,077)	(47,277)	(53,456)	(56,700)
Supplies and services.....	(165,478)	(165,769)	(172,398)	(166,862)	(165,454)	(156,210)	(155,492)
Accommodation.....	(57,827)	(38,180)	(55,874)	(53,029)	(60,242)	(62,077)	(62,884)
GST payments.....	(42,570)	(32,911)	(44,525)	(32,911)	(32,911)	(32,911)	(32,911)
Finance and interest costs.....	-	(26,396)	(1,972)	(2,731)	(3,171)	(3,107)	(2,904)
Other payments.....	(67,105)	(67,351)	(59,772)	(60,474)	(57,189)	(45,764)	(49,554)
Receipts ^(d)							
Regulatory fees and fines.....	18,437	17,854	18,147	18,402	20,664	21,452	22,303
Grants and subsidies.....	8,802	2,461	3,260	5,611	2,561	911	911
Sale of goods and services.....	2,521	3,026	1,904	2,560	2,608	2,656	2,706
GST receipts.....	42,004	32,911	43,200	32,911	32,911	32,911	32,911
RTTA receipts.....	97,193	101,304	97,704	94,242	98,990	97,834	97,834
Other receipts.....	29,674	26,940	27,135	23,940	25,135	25,867	26,369
Net cash from operating activities	(1,291,425)	(1,275,886)	(1,321,198)	(1,373,249)	(1,374,342)	(1,410,465)	(1,459,984)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(59,105)	(86,976)	(62,124)	(140,779)	(75,945)	(45,997)	(17,156)
Proceeds from sale of non-current assets.....	1,089	-	443	30	25	-	-
Net cash from investing activities	(58,016)	(86,976)	(61,681)	(140,749)	(75,920)	(45,997)	(17,156)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	-	(57,911)	(36,104)	(35,222)	(35,011)	(35,042)	(35,538)
Net cash from financing activities	-	(57,911)	(36,104)	(35,222)	(35,011)	(35,042)	(35,538)
NET INCREASE/(DECREASE) IN CASH HELD.....	20,803	(27,433)	18,238	(65,061)	(3,162)	3,556	4,613
Cash assets at the beginning of the reporting period	95,090	77,710	115,893	134,131	69,070	65,908	69,464
Cash assets at the end of the reporting period	115,893	50,277	134,131	69,070	65,908	69,464	74,077

(a) Full audited financial statements are published in the Western Australia Police Force'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 'Capital appropriation' includes the cash receipts of capital contribution from the Consolidated Account for Asset Investment Program, repayment of borrowings and leases and other receipts from equity contribution.

(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 Western Australia Police Force. 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
Regulatory Fees and Fines							
Licences	10,089	10,853	10,231	9,572	11,833	12,621	13,472
Departmental	8,348	7,001	7,916	8,830	8,831	8,831	8,831
Grants and Subsidies							
Commonwealth - Other	3,046	1,951	1,585	1,951	401	401	401
Departmental	5,756	510	1,675	2,160	2,160	510	510
Sale of Goods and Services							
Departmental	2,521	3,026	1,904	2,560	2,608	2,656	2,706
GST Receipts							
GST Input Credits	38,279	27,523	40,523	27,523	27,523	27,523	27,523
GST Receipt on Sales	3,725	5,388	2,677	5,388	5,388	5,388	5,388
Other Receipts							
Departmental	26,972	26,510	15,787	11,232	13,047	13,772	14,267
Commonwealth - Other	3,099	1,930	1,835	1,933	1,933	1,933	1,933
TOTAL	101,835	84,692	84,133	71,149	73,724	73,635	75,031

(a) The moneys received and retained are to be applied to the Western Australia Police Force'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							
Fines							
Firearms Licensing Infringements	237	100	169	100	100	100	100
Minor Infringement Penalties	637	710	377	710	710	710	710
Other							
Administered Appropriation ^(b)	-	16,094	16,174	-	-	-	-
Sale of Lost, Stolen and Forfeited Property	896	600	664	600	600	600	600
TOTAL ADMINISTERED INCOME	1,770	17,504	17,384	1,410	1,410	1,410	1,410
EXPENSES							
Other							
All Other Expenses ^(c)	222	16,344	16,473	250	250	250	250
Receipts Paid into the Consolidated Account	1,548	1,160	911	1,160	1,160	1,160	1,160
TOTAL ADMINISTERED EXPENSES	1,770	17,504	17,384	1,410	1,410	1,410	1,410

(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 funding for the Redress Scheme to recognise and support former police officers medically retired due to a work-related illness or injury.

(c) Includes additional expenditure of \$16.2 million relating to the payments associated with the Redress Scheme.

Division 29 **Justice**

Part 7 **Community Safety**

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 64 Net amount appropriated to deliver services.....	1,177,794	1,255,602	1,279,707	1,305,700	1,258,412	1,233,044	1,202,932
Amount Authorised by Other Statutes							
- Children's Court of Western Australia Act 1988.....	372	405	431	405	406	407	408
- Criminal Injuries Compensation Act 2003.....	30,607	31,817	45,891	31,817	31,817	31,817	31,817
- District Court of Western Australia Act 1969.....	13,002	13,098	13,465	13,531	13,825	14,473	15,213
- Judges' Salaries and Pensions Act 1950	11,652	10,836	11,484	10,836	11,019	11,483	12,050
- Salaries and Allowances Act 1975.....	33,666	34,153	34,190	33,947	35,003	36,803	38,713
- Solicitor General Act 1969.....	535	594	636	594	595	596	597
- State Administrative Tribunal Act 2004.....	5,281	5,878	5,244	5,878	5,899	5,924	5,948
- Suitor's Fund Act 1964.....	35	31	23	31	31	31	31
Total appropriations provided to deliver services	1,272,944	1,352,414	1,391,071	1,402,739	1,357,007	1,334,578	1,307,709
CAPITAL							
Item 129 Capital Appropriation	19,039	59,398	49,491	68,385	116,079	92,830	52,176
TOTAL APPROPRIATIONS	1,291,983	1,411,812	1,440,562	1,471,124	1,473,086	1,427,408	1,359,885
EXPENSES							
Total Cost of Services	1,635,657	1,638,266	1,623,424	1,691,775	1,641,182	1,613,744	1,589,922
Net Cost of Services ^(b)	1,467,348	1,463,121	1,346,739	1,449,380	1,398,179	1,367,107	1,338,727
CASH ASSETS ^(c)	53,081	81,325	40,298	17,492	20,309	22,265	23,976

(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
New Initiatives					
COVID-19 Expenditure.....	2,060	-	-	-	-
Election Commitments					
Alcohol and Other Drug Rehabilitation Unit at Casuarina Prison.....	1,793	5,690	5,794	6,197	-
Family Violence Legislation Reform Act 2020.....	-	1,039	1,795	1,805	1,814
High Risk (Sexual and Violent) Offenders Board.....	1,099	2,520	3,477	4,922	4,981
Fines, Penalties, and Infringement Notices Enforcement (FPINE)					
Amendment Act 2020.....	235	4,730	5,105	5,970	5,890
Impact of Additional Police Officers on Courts.....	-	-	3,616	10,017	17,311
Justice of the Peace Reforms.....	-	959	1,210	1,215	1,219
Legal Aid					
COVID-19 Expenditure.....	522	-	-	-	-
Family Violence Legislation Reform Act 2020.....	-	582	658	668	679
FPINE Amendment Act 2020.....	544	1,002	1,042	1,083	1,096
High Risk (Sexual and Violent) Offenders Board.....	87	190	290	387	392
Impact of Additional Police Officers.....	-	-	2,336	4,817	7,456
Supplementation of Eligible Not-for-profit Contracts.....	474	754	1,001	1,208	1,432
Legal Assistance COVID-19 Project Agreement.....	3,155	3,995	-	-	-
National Legal Assistance Partnership (NLAP) Agreement 2020-25.....	-	50,458	51,116	50,731	51,408
Prison Industries: Mask Production.....	-	1,997	-	-	-
Ongoing Initiatives					
Acacia Prison Contract.....	980	885	-	-	-
Community Safety Network.....	(94)	-	-	-	233
Civil Litigation Team.....	624	764	-	-	-
District Court Resourcing.....	-	1,358	1,364	1,381	1,397
Election Commitment - Kimberley Juvenile Justice Strategy.....	-	2,124	2,141	352	357
Enhanced Driver Training and Education for Regional and Remote Communities Program.....	57	-	-	-	1,376
Justice Services Expenditure.....	35,828	62,280	57,780	28,784	(42,593)
Legal Aid Services Expenditure.....	1,580	1,660	-	-	-
Melaleuca Remand and Reintegration Facility Contract.....	2,622	6,977	5,051	4,846	4,692
National Redress Scheme.....	(71,883)	430	-	-	-
Plan for Our Parks Legal Team.....	-	500	500	500	500
Prison Services Evaluation.....	-	400	-	-	-
Registry of Births, Deaths and Marriages (RBDM) Digital Transformation Projects.....	-	-	-	-	140
Resolution of Native Title in the South West of Western Australia.....	-	190	-	-	-
Other					
Act of Grace and Ex-gratia Payments on Behalf of the State.....	1,217	-	-	-	-
Copyright Payments on Behalf of the State.....	825	-	-	-	-
Family Court - Commonwealth Grant Update.....	(22)	120	277	541	541
Indian Ocean Territories Service Delivery Agreement - Update.....	(127)	-	-	-	-
Legal Aid					
State Criminal Indictable Matters.....	3,153	-	-	-	-
State Expensive Criminal Cases.....	2,398	-	-	-	-
Mesothelioma Payments on Behalf of the State.....	1,469	-	-	-	-
Non-Government Human Services Sector Indexation Adjustment.....	(176)	(375)	(343)	(229)	(484)
Regional Workers Incentives Allowance.....	33	33	33	33	2,310
RiskCover Premiums.....	-	24,038	-	-	-
State Solicitor's Office Expensive Cases.....	661	-	-	-	-

(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

COVID-19 Pandemic Response

1. The Department's operations continue to be affected by the COVID-19 pandemic.
2. The social impacts of the COVID-19 pandemic on the general population has resulted in increasing demand for legal services to support employment law, mortgage hardship problems, family and domestic violence (FDV), partner visa issues, and credit and debt matters.
3. An increase in the number of court listings is expected in regional and metropolitan courts in Western Australia, following the suspension of jury trials during the COVID-19 pandemic lockdown phase. This is following changes to courtrooms to better utilise remote audiovisual technology and modifications to allow adequate social distancing between those participating in jury trials.
4. The Department will continue to monitor and support victims of crime who are impacted by the increase in time to trial due to unavoidable delays resulting from the COVID-19 pandemic.
5. The State Solicitor's Office continues to provide legal advice and Parliamentary Counsel's Office drafting services in relation to the emergency measures taken by Government in response to the COVID-19 pandemic.
6. In addition, together with the Solicitor General, the State Solicitor's Office will represent the State in proceedings commenced by Mr Clive Palmer and Mineralogy Pty Ltd in the High Court against the State and the Commissioner of Police alleging the Quarantine (Closing the Borders) Directions impose an effective burden on the freedom of movement between the States, or alternatively impose an effective discriminatory burden on trade and commerce.
7. The Department's Corrective Services COVID-19 Taskforce continues to send teams from the monitoring and compliance branch to all custodial facilities in order to ensure compliance is maintained in relation to COVID-19-specific policies and procedures to minimise the transmission and impact of the pandemic across the custodial estate.
8. The Department continues with the ongoing expansion of audiovisual technology across the custodial estate to enable non-contact E-Visits for those in custody. The planned expansion of E-Visits commenced rapidly during the COVID-19 pandemic in order to offer alternative communication solutions for both social and official visits.

Other Significant Issues

9. The Department continues to support the Government's legislative reform of the justice system with a substantial number of Bills currently before Parliament, including the Civil Procedure (Representative Proceedings) and Criminal Law (Unlawful Consorting) Bills.
10. As part of the Government's Methamphetamine Action Plan, the Department continues to strengthen its efforts to break the cycle of alcohol and drug-related crime by delivering the State's first alcohol and other drug rehabilitation facility for men at Casuarina Prison.
11. The Department continues to strengthen its new mobile and stationary electronic drug-trace detection technology throughout the custodial estate to complement existing detection assets.
12. A review of Prison Industries is being undertaken and will establish a strategic direction for the expansion of Western Australian prison industries over the next ten years.
13. The growth in the adult prisoner population was projected to place significant pressure on the custodial estate's existing assets and infrastructure. The Department continues to work on a significant construction program, with the completion of a new unit at Bunbury Regional Prison and four new units at Casuarina Prison. These will provide an additional 160 beds at Bunbury and 512 at Casuarina, totalling 672.
14. The Department has commenced preparation for a further 344 bed expansion at Casuarina Prison with a focus on providing infrastructure to manage prisoners with complex needs and the refurbishment of a unit at Bandyup Women's Prison as a mental health facility. Planning has also commenced for the future replacement of Broome Regional Prison, including consultation with the Traditional Owners to identify a preferred site.
15. The Department continues to focus on regional recruitment and training of prison officers and vocational support officers to support the infrastructure expansion of the prison estate within Western Australia.

16. The Department continues to work to address the over-representation of Aboriginal people in the justice system. The Department is implementing a number of initiatives with the Aboriginal Legal Service (ALS) including a Youth Engagement Program, a focus on increased bail support and access to legal representation and appropriate access to parole where appropriate.
17. The Department's Kimberley Juvenile Justice Strategy is a targeted approach to addressing the significant over-representation of Aboriginal young people in the justice system through the establishment of night patrols, safe place activities, a vocational industry skills program and ALS support for young people.
18. Implementation of the *Fines, Penalties and Infringement Notices Enforcement (FPINE) Amendment Act 2020* (WA) by the Department, in partnership with Legal Aid Western Australia and ALS, will introduce a new Work and Development Permit Scheme which allows people with unpaid court fines experiencing financial hardship to undertake approved activities to work off their outstanding fines.
19. The *Family Violence Legislation Reform Act 2020* introduces two new Criminal Code offences; a sentencing declaration for serial family violence offenders and a new shuttle conferencing process for disputed family violence restraining orders.
20. The Department has commenced the FDV GPS Tracking Trial which is a two-year trial to electronically monitor high risk FDV offenders in the community, designed to increase the safety for victims of FDV and the community.
21. The implementation of the *High Risk Serious Offenders Act 2020* expands the cohort of offenders eligible for post-sentence detention from dangerous sex offenders to include other serious violent offenders. This enables eligible offenders to be detained in jail or placed on a supervision order if there is an unacceptable risk to the community and reoffending is likely. The State Solicitor's Office will assume responsibility for the consideration of applications to the Supreme Court under the *High Risk Serious Offenders Act 2020*, following a transitional period in which the State Solicitor's Office will work with the Office of the Director of Public Prosecutions.
22. The ongoing increase in demand on the Office of the Public Advocate for its statutory services has continued, with increasing numbers of referrals by the State Administrative Tribunal as a result of the ageing population and increasing numbers of people with intellectual disabilities or mental illness who require a guardian.
23. The Public Trustee has also continued to experience increasing demand for its services, as well as an increase in the number of people referred by the State Administrative Tribunal to have their financial affairs managed.
24. The Registry of Births, Deaths and Marriages (the Registry) is implementing changes to strengthen identification and application processes for change of name, maximising Western Australia's contribution to the national identity and security agenda. In addition, the Registry has commenced development of an online certificate application system.
25. The State Solicitor's Office continues to respond to civil claims against the State of Western Australia currently being received in relation to the Government's reform to remove statutory limitation periods for historical child sexual abuse.
26. Legal Aid Western Australia is working to address demand for legal representation in the protection and care jurisdiction of the Children's Court by increasing grants of aid, with an emphasis on early referrals to independently mediated Signs of Safety conferences. This promotes child safety and enables parents and the Department of Communities to resolve disputes and achieve care arrangements that are in the best interests of the children.
27. Legal Aid Western Australia is working to remove barriers to accessing justice in regional and remote areas by using video technology to set up virtual offices in areas without Legal Aid offices, and by establishing Health Justice Partnerships with major hospitals and medical services to assist in connecting clients with wraparound services.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's 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
Strong Communities: Safe communities and supported families.	An efficient, accessible court and tribunal system.	1. Court and Tribunal Services
	Trustee, Guardianship and Administration services are accessible to all Western Australians.	2. Advocacy, Guardianship and Administration Services 3. Trustee Services 4. National Redress Scheme for Institutional Child Sexual Abuse
	Western Australian birth, death, marriage and change of name certificates are accurate and accessible.	5. Births, Deaths and Marriages
	Government receives quality and timely legal, legislative drafting and publication services.	6. Services to Government
	Equitable access to legal services and information.	7. Legal Aid Assistance
	A safe, secure and decent corrective services which contributes to community safety and reduces offenders' involvement in the justice system.	8. Adult Corrective Services 9. Youth Justice Services

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. Court and Tribunal Services	496,142	405,799	400,307	388,218	396,002	405,627	422,584
2. Advocacy, Guardianship and Administration Services	7,033	7,845	8,968	9,057	9,365	9,591	9,777
3. Trustee Services	24,267	25,090	25,731	26,340	24,527	24,553	24,685
4. National Redress Scheme for Institutional Child Sexual Abuse	n/a	81,337	9,356	26,350	24,725	22,150	20,147
5. Births, Deaths and Marriages	7,211	9,824	7,581	9,168	9,468	9,502	9,664
6. Services to Government	58,632	62,583	67,025	71,672	75,852	75,799	83,892
7. Legal Aid Assistance	48,566	44,935	53,381	105,026	103,720	107,301	110,870
8. Adult Corrective Services	897,862	902,685	955,325	958,823	899,431	865,550	813,695
9. Youth Justice Services	95,944	98,168	95,750	97,121	98,092	93,671	94,608
Total Cost of Services	1,635,657	1,638,266	1,623,424	1,691,775	1,641,182	1,613,744	1,589,922

(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	2019-20	2019-20	2020-21	
	Actual	Budget	Actual ^(b)	Budget Target	Note
Outcome: An efficient, accessible court and tribunal system:					
Supreme Court - Criminal - time to trial	39 weeks	28 weeks	45 weeks	28 weeks	1
Supreme Court - Civil - time to finalise non-trial matters	24 weeks	19 weeks	24 weeks	19 weeks	2
District Court - Criminal - time to trial.....	41 weeks	32 weeks	45 weeks	32 weeks	3
State Administrative Tribunal - time to finalise.....	14 weeks	15 weeks	15 weeks	15 weeks	
Family Court of Western Australia - time to finalise non-trial matters	45 weeks	27 weeks	48 weeks	27 weeks	4
Magistrates Court - Criminal and Civil - time to trial	25 weeks	19 weeks	23 weeks	19 weeks	5
Coroner's Court - time to trial	151 weeks	128 weeks	86 weeks	128 weeks	6
Fines Enforcement Registry - percentage of fines satisfied within 12 months					
Fines and costs.....	31%	35%	32%	35%	7
Infringements	52%	57%	51%	57%	
Outcome: Trustee, Guardianship and Administration services are accessible to all Western Australians:					
Percentage of guardians of last resort allocated in one day	82%	95%	96%	95%	
Percentage of Western Australian deceased estates administered by the Public Trustee.....	4.1%	4%	4.8%	4%	8
Percentage of clients who have services provided by the Public Trustee under an operating subsidy	57%	50%	63%	60%	9
Percentage of requests for information under the National Redress Scheme responded to within eight weeks.....	n/a	50%	97%	50%	10
Outcome: Western Australian birth, death, marriage and change of name certificates are accurate and accessible:					
Percentage of certified certificates issued within two days ^(c)	n/a	n/a	n/a	90%	
Extent to which registration source information is recorded error-free ^(d)	n/a	n/a	n/a	97%	
Outcome: Government receives quality and timely legal, legislative drafting and publication services:					
Extent to which government agencies are satisfied with legal services.....	100%	95%	100%	95%	
Extent to which legislation is drafted in a timely manner to effect the Government's legislative program	100%	95%	100%	95%	
Extent to which legislation is published in a timely manner	n/a	98%	100%	98%	
Outcome: Equitable access to legal services and information:					
Percentage of eligible applicants who receive a grant of legal aid	88%	85%	89%	85%	
Percentage of people who are provided with a duty lawyer service	21%	20%	20%	20%	
Percentage of people receiving an outcome from Infoline services.....	n/a	69%	68%	69%	
Outcome: A safe, secure and decent corrective services which contributes to community safety and reduces offenders' involvement in the justice system:					
Number of escapes - adult	10	nil	5	nil	
Rate of return - offender programs - adult	41.6%	39%	37.1%	39%	
Average out of cell hours - adult.....	11.37	12	11.27	12	

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Rate of serious assault per 100 prisoners - adult	1.65	<0.48	1.31	<0.48	11
Successful completion of community correction orders - adult.....	64.1%	64%	64.9%	64%	
Number of escapes - youth	nil	nil	nil	nil	
Rate of return to detention - youth.....	52.9%	50%	53.4%	50%	
Successful completion of community-based orders - youth.....	56.4%	68%	58.6%	68%	

(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) This is a new key effectiveness indicator, therefore no historical information is available. This indicator will account for measurement of all certified certificate types issued by the RBDM, including birth, death, marriage and change of name certificates, and will ensure completeness of data when calculating the key effectiveness indicator result.

(d) This is a new key effectiveness indicator, therefore no historical information is available. This indicator will account for measurement of all life event registration types, including birth, death, marriage, change of name and adoption registrations and will ensure completeness of data when calculating the key effectiveness indicator result.

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual is higher than the 2019-20 Budget due to the suspension of jury trials from 16 March 2020 due to COVID-19, and the Supreme Court primarily hearing homicide and related offences since 1 January 2019, which are complex in nature and require lengthy trials.
2. The 2019-20 Actual is higher than the 2019-20 Budget due to the high proportion of possession of property actions finalised by discontinuance notice and default judgment.
3. The 2019-20 Actual is higher than the 2019-20 Budget due to the suspension of jury trials from 16 March 2020 due to COVID-19 and a continual increase in criminal workload which has impacted on trial availability.
4. The 2019-20 Actual is higher than the 2019-20 Budget due to the long-term growth in the complexity and volume of final order parenting applications lodged and the growth in the finalisation of these applications by court order or direction. Further impacting the court's capacity to hear non-trial matters is the allocation of trial workload to magistrates to help address the delay to trial.
5. The 2019-20 Actual is higher than the 2019-20 Budget due to continued growth in the overall number of matters proceeding to trial.
6. The 2019-20 Actual is lower than the 2019-20 Budget due to the additional judicial resource allocated to assist the Court in the finalisation of 44 long-term missing person cases within the financial year. This resource is not expected to be fully available in 2020-21.
7. The 2019-20 Actual is lower than the 2019-20 Budget due to the increasing average debt load per case, resulting in the inability of offenders to finalise infringements within 12 months. The increasing percentage of infringements being included in formal payment arrangements has further impacted the result.
8. The 2019-20 Actual exceeds the 2019-20 Budget due to an increased number of deceased files administered by the Public Trustee.
9. The 2019-20 Actual exceeds the 2019-20 Budget due to an increased number of trustee services delivered to vulnerable persons under an operating subsidy.
10. The 2019-20 Actual is higher than the 2019-20 Budget. A target of 50% was set as a conservative estimate, based on an estimate of a large number of applications being received in the first year. Numbers have not been as high as anticipated and agencies, through the coordination of the Redress Coordination Unit, have generally been able to respond in the prescribed timeframes. While the Commonwealth National Redress Scheme Operator is not able to provide estimates on future workloads, the 2020-21 Budget Target reflects a higher number of applications in 2020-21.
11. The 2019-20 Actual exceeds the 2019-20 Budget. Managing a prisoner cohort is complex and assaults may be attributed to several factors. The rate of serious assault is highly variable due to the small number of incidents.

Services and Key Efficiency Indicators

1. Court and Tribunal Services

A prime task of the justice system in serving the community is the determination of cases brought before a court or tribunal. This service relates to financing the cost of delivering court facilities, administrative support and judicial staff to enable these determinations to be made. Part of this function also involves the delivery of court counselling services and a range of civil and criminal enforcement services.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 496,142	\$'000 405,799	\$'000 400,307	\$'000 388,218	
Less Income	105,424	112,247	107,670	117,377	
Net Cost of Service	390,718	293,552	292,637	270,841	
Employees (Full-Time Equivalents) ^(b)	1,178	1,209	1,226	1,247	
Efficiency Indicators ^(c)					
Supreme Court - Criminal - cost per case	\$58,050	\$128,744	\$184,259	\$263,354	1
Supreme Court - Civil - cost per case	\$12,333	\$12,957	\$12,613	\$18,893	2
Court of Appeal - cost per case	\$24,401	\$23,185	\$22,656	\$21,316	
District Court - Criminal - cost per case	\$17,226	\$16,945	\$18,171	\$18,270	
District Court - Civil - cost per case	\$4,142	\$4,296	\$4,257	\$4,131	
State Administrative Tribunal - cost per case	\$4,104	\$4,432	\$4,257	\$3,995	
Family Court - cost per case	\$2,078	\$1,916	\$2,013	\$1,999	
Magistrates Court - Criminal - cost per case	\$736	\$689	\$808	\$735	3
Magistrates Court - Civil - cost per case	\$691	\$592	\$660	\$632	4
Coroner's Court - cost per case	\$5,684	\$5,810	\$5,809	\$5,840	
Children's Court - Criminal - cost per case	\$566	\$532	\$662	\$574	5
Children's Court - Civil - cost per case	\$1,681	\$1,802	\$1,861	\$1,531	
Fines Enforcement Registry - cost per enforcement	\$34	\$31	\$36	\$43	6

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

(b) This includes judicial staff that are not employees of the Department.

(c) Cost per case is calculated as the total gross cost divided by finalisations (with the exception of the Fines Enforcement Registry indicator which is based on lodgments). This measures the average cost per case for all matters finalised by the court (including matters finalised without trial and those finalised administratively). As such, this is not a measure of the cost per trial. A trial matter itself could be expected to cost significantly in excess of the average cost figures outlined in this table.

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual is higher than the 2019-20 Budget due to less finalisations resulting from the removal of various offences from the jurisdiction of the Supreme Court from 1 January 2019 and the suspension of jury trials due to COVID-19. The 2020-21 Budget Target is higher than the 2019-20 Actual due to an anticipated reduction in the number of finalisations.
2. The 2020-21 Budget Target is higher than the 2019-20 Actual due to a significant reduction in Possession of Property lodgments resulting from the moratorium on residential tenancy evictions during the COVID-19 pandemic.
3. The 2019-20 Actual is higher than the 2019-20 Budget due to less finalisations resulting from the continuing declines in criminal lodgments across major offence categories. COVID-19 has further impacted the result.
4. The 2019-20 Actual is higher than the 2019-20 Budget due to less finalisations resulting from the continuing decline in civil lodgments. This was further impacted by a 20% reduction in residential tenancy lodgments due to the introduction of the *Residential Tenancies (COVID-19 Response) Act 2020*, requiring mandatory conciliation for residential tenancy disputes.
5. The 2019-20 Actual is higher than the 2019-20 Budget due to less finalisations resulting from continuing declines in criminal lodgments primarily in traffic, illicit drug and public order offences. COVID-19 has further impacted the result.
6. The 2019-20 Actual is higher than the 2019-20 Budget due to a reduction in lodgments by Western Australia Police Force and less court fine registrations. The 2020-21 Budget Target is higher than the 2019-20 Actual due to an expected reduction in lodgments and increase in expenditure due to the implementation of the *Fines, Penalties and Infringement Notices Enforcement (FPINE) Amendment Act 2020 (WA)*.

2. Advocacy, Guardianship and Administration Services

Advocacy, guardianship and administration services protect and promote the financial interests and welfare of people with decision-making disabilities by providing:

- access to investigation and advocacy services;
- appropriate appointment of guardians and administrators and appropriate interventions in relation to Enduring Powers of Attorney and Enduring Powers of Guardianship;
- guardianship and administration community education services; and
- guardianship and administration services provided by the Public Advocate.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 7,033	\$'000 7,845	\$'000 8,968	\$'000 9,057	
Less Income	2	42	16	48	
Net Cost of Service	7,031	7,803	8,952	9,009	
Employees (Full-Time Equivalents)	58	65	63	66	
Efficiency Indicators					
Average cost of providing advocacy and guardianship services	\$1,445	\$1,514	\$1,560	\$1,387	1

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

Explanation of Significant Movements

(Notes)

1. The 2020-21 Budget Target is lower than the 2019-20 Actual due to changes in the allocation of indirect expenditure and continuing demand for the services of the Office of the Public Advocate.

3. Trustee Services

The Public Trustee is a statutory authority within the provisions of the *Financial Management Act 2006*. It provides a funds management and investment service. It acts as trustee or financial administrator pursuant to the orders of courts or tribunals. It also administers the estates of people who die with or without a will, in accordance with the terms of the will or the relevant law and under the authority of the Supreme Court. The Public Trustee offers high quality, personalised trustee services to meet the needs of all sectors of the Western Australian community.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 24,267	\$'000 25,090	\$'000 25,731	\$'000 26,340	
Less Income	23,238	24,341	25,172	25,824	
Net Cost of Service	1,029	749	559	516	
Employees (Full-Time Equivalents)	174	175	182	186	
Efficiency Indicators					
Average cost per deceased estate administered	\$2,478	\$2,574	\$2,372	\$2,369	
Average cost per trust managed	\$1,822	\$1,928	\$1,995	\$1,971	
Average cost per will prepared	\$662	\$616	\$829	\$676	1

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

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual exceeds the 2019-20 Budget mainly due to a lower number of wills prepared as a result of COVID-19 which removed face-to-face will appointments and the reallocation of legal staff to work on matters other than wills.

4. National Redress Scheme for Institutional Child Sexual Abuse

The National Redress Scheme provides support to people who experienced institutional child sexual abuse. The Scheme:

- acknowledges that many children were sexually abused in Australian institutions;
- holds institutions accountable for this abuse; and
- helps people who have experienced institutional child sexual abuse gain access to counselling and psychological services, a direct personal response, and a monetary payment.

This service relates to the administration of Western Australia's participation in the Scheme through the Redress Response Coordination Unit. The Redress Unit is responsible for the coordination of requests for information between the Commonwealth Redress Scheme Operator and the responsible Western Australian Government agency, the facilitation of direct personal responses for all Western Australian Government agencies, and Western Australia's Scheme payments to the Commonwealth.

	2018-19 Actual ^(a)	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 n/a	\$'000 81,337	\$'000 9,356	\$'000 26,350	1
Less Income	n/a	nil	nil	nil	
Net Cost of Service	n/a	81,337	9,356	26,350	
Employees (Full-Time Equivalents)	n/a	7	8	8	
Efficiency Indicators					
Average cost per claim	n/a	\$67,951	\$67,795	\$91,493	2

(a) This is a new key efficiency indicator; therefore, comparable data in 2018-19 is not available.

(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 2019-20 Actual is lower than the 2019-20 Budget due to a lower number of applications under the Scheme than expected. The 2020-21 Budget Target reflects forecast payments to the Commonwealth under the Scheme.
2. While the Commonwealth National Redress Scheme Operator is not able to provide estimates on future workloads, the 2020-21 Budget Target reflects a higher number of applications and higher average cost per claim in 2020-21.

5. Births, Deaths and Marriages

The purpose of the Registrar of Births, Deaths and Marriages is to create and permanently store birth, death and marriage records to enable the public to obtain documentary proof of key life events for legal, personal and historical purposes and also to enable approved organisations to obtain information for research and statistical purposes.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 7,211	\$'000 9,824	\$'000 7,581	\$'000 9,168	1
Less Income	7,545	9,141	7,322	7,872	2
Net Cost of Service	(334)	683	259	1,296	
Employees (Full-Time Equivalents)	50	50	47	50	
Efficiency Indicators					
Average cost of registration services	\$1.72	\$2.30	\$1.78	\$2.12	1

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

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual is lower than the 2019-20 Budget due to a reduction in expenditure in computing services associated with the Western Australian Registration System and delays in filling staff positions.
2. The 2019-20 Actual is lower than the 2019-20 Budget due to a decline in the demand for certified copies, commemorative certificates and registry marriages due to COVID-19. Demand for these services is expected to normalise in 2020-21.

6. Services to Government

Services directly provided by the Department to support the outcomes and activities of other Government agencies.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service ^(b)	\$'000 58,632	\$'000 62,583	\$'000 67,025	\$'000 71,672	
Less Income	8,865	7,458	7,781	8,524	
Net Cost of Service	49,767	55,125	59,244	63,148	
Employees (Full-Time Equivalents)	319	317	336	348	
Efficiency Indicators					
Average cost per legal matter ^(c)	\$4,064	\$4,400	\$4,617	\$4,400	

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

(b) This includes the cost of shared services provided to other agencies, including the Law Reform Commission, Commissioner for Children and Young People and Parliamentary Inspector of the Corruption and Crime Commission.

(c) This indicator is calculated by dividing the State Solicitor's Office Total Cost of Services by the number of recorded matters.

7. Legal Aid Assistance

The community and target groups require access to and the provision of quality legal services. This service responds to the demand for legal assistance through application of priority guidelines. This is achieved through the provision of eligibility and merit tests to enable legal representation to be provided to legally aided clients by grants of aid and assignment of cases to in-house or private practitioners. Legal advice, duty lawyer services and community legal education is provided to assist the wider community to access fair solutions to legal problems at the earliest opportunity.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 48,566	\$'000 44,935	\$'000 53,381	\$'000 105,026	1
Less Income	nil	nil	3,155	54,453	1
Net Cost of Service	48,566	44,935	50,226	50,573	
Employees (Full-Time Equivalents)	292	325	312	348	
Efficiency Indicators					
Average cost per legal representation	\$3,792	\$3,814	\$4,178	\$4,030	2
Average cost per legal information service	\$71	\$59	\$73	\$76	3
Average cost per legal advice	\$251	\$245	\$289	\$285	4
Average cost per application for a grant of legal aid processed	\$376	\$401	\$374	\$405	

(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 Total Cost of Service and Income in the 2020-21 Budget is due to the inclusion of NLAP funding and associated expenditure.
2. The 2019-20 Actual is higher than the 2019-20 Budget due to higher costs of providing legal representation for State and Commonwealth criminal matters funded by a grant of legal aid, including a significant expensive case in the Supreme Court, as well as increased demand for providing legal representation for family law matters. Other contributing factors include delays in all the superior courts, changes to court practices to accommodate COVID-19 restrictions and a steady increase in the complexity of matters generally.
3. The 2019-20 Actual is higher than the 2019-20 Budget. During 2019-20, the number of information services delivered via Infochat were smaller than expected and those delivered by Infoline were greater than expected. The 2020-21 Budget Target has been increased to reflect expected demand for legal information services.
4. The 2019-20 Actual is higher than the 2019-20 Budget due to an increase in demand for legal advice services resulting from the complexity of matters and time required to provide each service.

8. Adult Corrective Services

An adult offender system that:

- contributes to community confidence;
- provides timely offender services;
- ensures court sanctions are completed; and
- contributes to reducing the rate of reoffending and imprisonment.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 897,862	\$'000 902,685	\$'000 955,325	\$'000 958,823	
Less Income	22,237	21,065	97,825	27,734	1
Net Cost of Service	875,625	881,620	857,500	931,089	
Employees (Full-Time Equivalents)	4,068	4,034	4,619	4,760	2
Efficiency Indicators					
Cost per day of keeping an offender in custody	\$296	\$301	\$323	\$312	
Cost per day of managing an offender through community supervision	\$30	\$29	\$35	\$36	3

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

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual exceeds the 2019-20 Budget due to an abnormal gain on asset revaluation which is primarily attributable to adult corrective services.
2. The 2019-20 Actual full-time equivalents exceed the 2019-20 Budget due to the return of Melaleuca Women's Prison into the Public custodial estate, and additional staff to implement the Justice Reform initiatives and deliver Casuarina Prison alcohol and other drug rehabilitation and reintegration programs.
3. The 2019-20 Actual exceeds the 2019-20 Budget due to a reduced average daily number of offenders managed through community supervision compared to the budgeted number of adult offenders managed, combined with a higher Total Cost Of Service during the 2019-20 period resulting from the employment of additional adult Community Corrections officers and funding of the expanded electronic monitoring reform initiative.

9. Youth Justice Services

An accessible and equitable juvenile offender system which:

- diverts juveniles and offenders at risk from offending;
- provides timely intervention and resolution of justice issues;
- ensures the statutory requirements of justice are met; and
- contributes to reducing the rate of reoffending and detention.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 95,944	\$'000 98,168	\$'000 95,750	\$'000 97,121	
Less Income	998	851	27,744	563	1
Net Cost of Service	94,946	97,317	68,006	96,558	
Employees (Full-Time Equivalents)	615	590	631	645	
Efficiency Indicators					
Cost per day of keeping a young person in detention	\$1,019	\$967	\$1,339	\$1,366	2
Cost per day of managing a young person through community supervision	\$83	\$89	\$93	\$102	3

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

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual exceeds the 2019-20 Budget due to an abnormal gain on asset revaluation which is partly attributable to youth justice services.
2. The 2019-20 Actual exceeds the 2019-20 Budget due to a reduced average daily number of young people in detention, compared to the budgeted number of young people. The higher average costs relate to reduced economies of scale as a result of the lower average daily number of young people in detention.
3. The 2020-21 Budget Target is higher than the 2019-20 Budget and the 2019-20 Actual. This reflects a lower forecast average daily number of young people managed through community supervision for 2020-21.

Asset Investment Program

1. To support the delivery of the Department's services, a total of \$77.6 million is budgeted to be spent on asset investment in 2020-21, which includes the following:
 - 1.1. \$27.7 million to construct and expand support buildings at Casuarina Prison Stage 2 for additional accommodation and will facilitate a further 344 beds;
 - 1.2. \$11.9 million to provide increased security and separation for the existing female precinct at Greenough Regional Prison;
 - 1.3. \$3.9 million to undertake building upgrades and replacements throughout the prison estate. This includes a range of maintenance upgrades and includes mechanical, electrical and security obsolescence programs;
 - 1.4. \$3.2 million to upgrade the security infrastructure and management systems at Casuarina Prison;
 - 1.5. \$2.8 million to provide building infrastructure and maintenance for adult facilities;
 - 1.6. \$2.5 million to complete the expansion of the regional prison in Bunbury;
 - 1.7. \$2.4 million for the replacement of low value office equipment and minor fit-outs including the replacement of desktops and multifunctional devices;
 - 1.8. \$2 million to undertake critical maintenance works and building upgrades at the Supreme Court of Western Australia, Stirling Gardens;
 - 1.9. \$1.8 million to provide support infrastructure at Casuarina Prison Stage 1;
 - 1.10. \$1.8 million for information and communications technology (ICT) upgrades;
 - 1.11. \$1.6 million for courts building infrastructure and maintenance state-wide. This includes a range of minor repairs at both metropolitan and regional courthouses and also to address specific maintenance issues at Kalgoorlie Court; and
 - 1.12. \$1.4 million for audiovisual facilities in court locations across metropolitan and regional areas.

WA Recovery Plan

2. \$2.4 million to improve mental health services at Bandyup Women's Prison as part of the WA Recovery Plan.

	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							
Administrative							
Information Projects							
Corporate Information Management Systems.....	12,930	10,034	534	868	676	676	676
ICT Infrastructure Upgrade	31,745	26,302	697	1,759	1,228	1,228	1,228
State Solicitor's Office - Legal Practice Systems	500	199	-	301	-	-	-
Physical Infrastructure							
Replacement Office and Other Equipment.....	13,666	6,087	1,041	2,407	1,724	1,724	1,724
Specialist Equipment	2,840	537	537	599	568	568	568
Community Corrections - Office Establishment and							
Refurbishment	5,681	2,345	1,366	834	834	834	834
Courts							
Building Infrastructure and Maintenance	9,672	4,259	992	1,570	1,281	1,281	1,281
Court and Judicial Security	11,170	8,850	793	580	580	580	580
Court Audiovisual Maintenance and Enhancements	25,001	19,293	1,468	1,427	1,427	1,427	1,427
Fines Enforcement Reform.....	1,000	-	-	1,000	-	-	-
State Administrative Tribunal - Case Management							
System Upgrade	1,500	411	411	1,089	-	-	-
Supreme Court (Stirling Gardens) Building Upgrades	2,177	136	136	2,041	-	-	-
Custodial							
Building Infrastructure and Maintenance							
Adult Facilities.....	51,243	40,215	4,639	2,757	2,757	2,757	2,757
Youth Facilities.....	5,672	4,276	131	349	349	349	349
Building Upgrades and Replacement	87,759	73,588	2,265	3,929	3,414	3,414	3,414
Bunbury Regional Prison Expansion	25,404	22,889	12,175	2,515	-	-	-
Casuarina Prison							

	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
Alcohol and Other Drugs Rehabilitation Unit.....	720	-	-	720	-	-	-
Security System Upgrade	3,273	13	13	3,260	-	-	-
Expansion - Stage 1	96,431	94,666	71,882	1,765	-	-	-
Expansion - Stage 2	182,362	535	466	27,749	81,454	57,291	15,333
Custodial Infrastructure Program - Administered Equity	138,818	138,105	1,830	713	-	-	-
Election Commitment Methamphetamine Action Plan Drug Testing	600	131	-	469	-	-	-
Wandoo Facility Infrastructure	9,584	9,129	645	455	-	-	-
Greenough Regional Prison - Female Unit Upgrade	12,347	389	389	11,892	66	-	-
Prison Industries - Mobile Plant	5,780	2,213	663	1,473	698	698	698
Regional Prison Planning	1,400	123	123	1,277	-	-	-
COMPLETED WORKS							
COVID-19 WA Recovery Plan							
Supreme Court Fit-out Costs	999	999	999	-	-	-	-
Other Completed Works							
Administrative - Information Projects - Replacement of Western Australian Registration System	5,378	5,378	649	-	-	-	-
Community Corrections - Office Accommodation Goldfields Esperance (Kalgoorlie)	466	466	450	-	-	-	-
Courts Fitzroy Crossing Courthouse	53	53	53	-	-	-	-
Kununurra, Broome and Karratha Courthouses	39,892	39,892	93	-	-	-	-
Custodial - Community Safety Network	500	500	96	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Bandyup Women's Prison - Subacute Mental Health Service	2,400	-	-	2,400	-	-	-
Other New Works							
Administrative High Risk Offenders Board	542	-	-	-	542	-	-
Digital Transformation Projects - Western Australian Registration System - RBDM	700	-	-	300	200	200	-
Public Trustee - Management Accounting Trust Environment System Refresh	2,600	-	-	650	650	650	650
Custodial - Ligature Minimisation Program	1,500	-	-	500	500	500	-
Total Cost of Asset Investment Program	794,305	512,013	105,536	77,648	98,948	74,177	31,519
FUNDED BY							
Capital Appropriation			24,593	40,004	86,473	61,702	19,244
Drawdowns from Royalties for Regions Fund			11,458	-	-	-	-
Drawdowns from the Holding Account			11,625	11,625	11,625	11,625	11,625
Funding Included in Department of Treasury Administered Item			72,261	713	-	-	-
Internal Funds and Balances			(14,401)	25,306	850	850	650
Total Funding			105,536	77,648	98,948	74,177	31,519

(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

Income

1. The increase in Total Income between the 2019-20 Budget and the 2019-20 Actual (\$101.5 million or 57.9%) mainly reflects a gain on asset revaluation as at 30 June 2020. The increase in grants and subsidies income between the 2019-20 Actual and the 2020-21 Budget Estimate (\$51.7 million or 282.9%) mainly reflects the new NLAP agreement.

Expenses

2. The increase in Total Cost of Services between the 2019-20 Actual and the 2020-21 Budget Estimate (\$68.4 million or 4.2%) mainly reflects the new NLAP agreement and an increase in demand for services. The reduction in Total Cost of Services over the forward estimates period reflects the impact of approved savings measures, including the Agency Expenditure Review savings targets.

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)	872,681	761,200	833,809	810,008	783,642	742,793	738,481
Grants and subsidies ^(d)	97,643	174,884	127,797	180,565	178,375	180,523	181,122
Supplies and services	339,274	355,151	346,692	364,920	372,853	380,331	376,886
Accommodation	98,878	58,303	101,351	101,804	102,565	103,335	103,928
Depreciation and amortisation	56,486	115,599	78,244	74,154	74,013	74,006	73,627
Finance and interest costs	34,622	69,935	37,184	34,727	33,651	32,288	29,802
Other expenses	136,073	103,194	98,347	125,597	96,083	100,468	86,076
TOTAL COST OF SERVICES	1,635,657	1,638,266	1,623,424	1,691,775	1,641,182	1,613,744	1,589,922
Income							
Sale of goods and services	35,985	39,663	37,004	39,602	40,245	41,012	42,279
Regulatory fees and fines	79,319	86,689	78,351	91,146	93,712	96,425	99,384
Grants and subsidies	15,060	15,426	18,279	69,999	66,819	66,698	67,375
Other revenue	33,368	28,790	138,356	36,998	37,577	37,852	37,507
Resources received free of charge Commonwealth	4,577	4,577	4,695	4,650	4,650	4,650	4,650
Total Income	168,309	175,145	276,685	242,395	243,003	246,637	251,195
NET COST OF SERVICES	1,467,348	1,463,121	1,346,739	1,449,380	1,398,179	1,367,107	1,338,727
INCOME FROM STATE GOVERNMENT							
Service appropriations	1,272,944	1,352,414	1,391,071	1,402,739	1,357,007	1,334,578	1,307,709
Resources received free of charge	4,554	3,825	4,256	3,825	3,825	3,825	3,825
Liabilities assumed by the Treasurer ^(e)	99,623	16,450	-	-	-	-	-
Royalties for Regions Fund: Regional Community Services Fund	9,122	9,541	9,416	9,785	9,841	4,089	3,919
Other appropriations	-	-	-	6,375	4,434	4,213	4,043
Other revenues	1,236	81,337	9,901	26,427	24,441	21,771	19,750
TOTAL INCOME FROM STATE GOVERNMENT	1,387,479	1,463,567	1,414,644	1,449,151	1,399,548	1,368,476	1,339,246
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(79,869)	446	67,905	(229)	1,369	1,369	519

(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 6,754, 7,424 and 7,658 respectively.

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

(e) Following a change in accounting policy, effective from 31 December 2018, notional superannuation will no longer be recognised in the financial statements.

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
Accused Costs Payments.....	4,267	1,379	4,636	1,379	1,379	1,379	1,379
Criminal Injuries Compensation Payments.....	31,569	31,817	43,814	31,817	31,817	31,817	31,817
Ex-gratia and Act of Grace Payments	-	-	1,217	-	-	-	-
Legal Aid Assistance Grant	48,566	44,935	53,446	104,486	103,171	106,742	110,301
National Redress Scheme.....	-	80,414	8,354	24,981	23,752	21,499	19,476
Other Grants, Subsidies and Transfer Payments.....	1,636	3,506	4,054	4,535	4,757	5,270	3,656
Prisoner Gratuity Payments.....	11,605	12,833	12,276	13,367	13,499	13,816	14,493
TOTAL	97,643	174,884	127,797	180,565	178,375	180,523	181,122

(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
				\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	38,461	72,543	25,362	3,709	6,526	8,482	10,193
Restricted cash.....	6,800	2,790	4,736	2,958	2,958	2,958	2,958
Holding account receivables.....	11,625	11,625	11,625	11,625	11,625	11,625	11,625
Receivables.....	19,061	16,284	19,201	19,201	19,201	19,201	19,201
Other.....	9,154	4,944	10,535	10,535	10,535	10,535	10,535
Total current assets.....	85,101	108,186	71,459	48,028	50,845	52,801	54,512
NON-CURRENT ASSETS							
Holding account receivables.....	457,080	561,054	517,602	580,131	642,519	704,900	766,902
Property, plant and equipment.....	2,193,383	2,987,055	2,379,501	2,409,232	2,445,183	2,449,791	2,413,074
Intangibles.....	9,418	6,870	7,798	7,398	6,898	6,398	6,198
Restricted cash.....	7,820	5,992	10,200	10,825	10,825	10,825	10,825
Other.....	-	1,963	-	-	-	-	-
Total non-current assets.....	2,667,701	3,562,934	2,915,101	3,007,586	3,105,425	3,171,914	3,196,999
TOTAL ASSETS.....	2,752,802	3,671,120	2,986,560	3,055,614	3,156,270	3,224,715	3,251,511
CURRENT LIABILITIES							
Employee provisions.....	144,523	144,244	163,416	164,041	164,666	165,291	165,916
Payables.....	108,502	92,908	89,291	90,929	92,567	93,379	94,596
Borrowings and leases.....	9,216	37,781	25,696	26,861	27,932	29,361	30,960
Total current liabilities.....	262,241	274,933	278,403	281,831	285,165	288,031	291,472
NON-CURRENT LIABILITIES							
Employee provisions.....	29,928	29,083	34,209	34,209	34,209	34,209	34,209
Borrowings and leases.....	391,180	1,069,555	395,587	392,344	372,218	343,598	314,258
Total non-current liabilities.....	421,108	1,098,638	429,796	426,553	406,427	377,807	348,467
TOTAL LIABILITIES.....	683,349	1,373,571	708,199	708,384	691,592	665,838	639,939
EQUITY							
Contributed equity.....	2,207,552	2,360,543	2,340,760	2,409,858	2,525,937	2,618,767	2,670,943
Accumulated surplus/(deficit).....	(138,099)	(62,994)	(70,194)	(70,423)	(69,054)	(67,685)	(67,166)
Reserves.....	-	-	7,795	7,795	7,795	7,795	7,795
Total equity.....	2,069,453	2,297,549	2,278,361	2,347,230	2,464,678	2,558,877	2,611,572
TOTAL LIABILITIES AND EQUITY.....	2,752,802	3,671,120	2,986,560	3,055,614	3,156,270	3,224,715	3,251,511

(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 \$'000	Budget \$'000	Actual ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	1,209,208	1,236,815	1,318,924	1,328,585	1,282,994	1,260,572	1,234,082
Capital appropriation	19,039	59,398	49,491	68,385	116,079	92,830	52,176
Administered equity contribution	29,218	65,030	72,261	713	-	-	-
Holding account drawdowns	11,049	11,625	11,625	11,625	11,625	11,625	11,625
Royalties for Regions Fund:							
Regional Community Services Fund	9,122	9,541	9,416	9,785	9,841	4,089	3,919
Regional Infrastructure and Headworks Fund	13,136	11,258	11,458	-	-	-	-
Other	-	81,337	9,901	26,427	24,441	21,771	19,750
Administered appropriations	-	-	-	6,375	4,434	4,213	4,043
Net cash provided by State Government	1,290,772	1,475,004	1,483,076	1,451,895	1,449,414	1,395,100	1,325,595
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(741,952)	(744,135)	(808,288)	(809,383)	(783,017)	(742,168)	(737,856)
Grants and subsidies	(86,038)	(161,740)	(115,521)	(166,261)	(163,444)	(165,576)	(166,159)
Supplies and services	(375,328)	(354,681)	(377,429)	(364,450)	(372,383)	(379,861)	(374,469)
Accommodation	(53,215)	(53,653)	(96,656)	(97,154)	(97,915)	(98,685)	(97,400)
GST payments	(69,209)	(61,300)	(73,138)	(61,300)	(61,300)	(61,300)	(61,300)
Finance and interest costs	(34,622)	(67,325)	(37,184)	(32,067)	(31,853)	(31,492)	(29,802)
Other payments	(92,883)	(97,659)	(106,033)	(122,393)	(92,448)	(96,692)	(85,329)
Receipts ^(c)							
Regulatory fees and fines	79,320	86,689	79,389	91,146	93,712	96,425	99,384
Grants and subsidies	15,060	15,426	18,279	69,999	66,819	66,698	67,375
Sale of goods and services	35,972	39,663	37,041	39,000	39,628	40,379	41,630
GST receipts	67,681	61,300	71,668	61,300	61,300	61,300	61,300
Other receipts	16,272	15,646	21,253	23,296	23,263	23,538	23,193
Net cash from operating activities	(1,238,942)	(1,321,769)	(1,386,619)	(1,368,267)	(1,317,638)	(1,287,434)	(1,259,433)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(74,372)	(110,266)	(105,536)	(77,648)	(98,948)	(74,177)	(31,519)
Net cash from investing activities	(74,372)	(110,266)	(105,536)	(77,648)	(98,948)	(74,177)	(31,519)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(11,059)	(40,750)	(3,704)	(28,786)	(30,011)	(31,533)	(32,932)
Proceeds from borrowings	5,153	-	-	-	-	-	-
Net cash from financing activities	(5,906)	(40,750)	(3,704)	(28,786)	(30,011)	(31,533)	(32,932)
NET INCREASE/(DECREASE) IN CASH HELD	(28,448)	2,219	(12,783)	(22,806)	2,817	1,956	1,711
Cash assets at the beginning of the reporting period	81,371	79,106	53,081	40,298	17,492	20,309	22,265
Net cash transferred to/from other agencies	158	-	-	-	-	-	-
Cash assets at the end of the reporting period	53,081	81,325	40,298	17,492	20,309	22,265	23,976

(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	Budget	Actual (b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Regulatory Fees and Fines							
District Court Fees	6,945	7,630	7,590	8,193	8,357	8,461	8,722
Family Court Fees	6,588	6,671	6,626	6,871	6,871	7,077	7,295
Fines Enforcement Registry Fees.....	44,950	49,383	44,540	52,145	54,040	55,955	57,667
Jurors Infringement Fees.....	11	9	14	9	8	8	8
Magistrates Court Fees	9,205	9,833	8,129	10,074	10,330	10,647	10,975
Sheriff's Office Fees	333	297	345	303	309	315	325
State Administrative Tribunal Fees	715	869	671	886	904	922	950
Supreme Court Fees	10,573	11,997	11,474	12,665	12,893	13,040	13,442
Grants and Subsidies							
Commonwealth Grants	14,577	14,947	17,994	69,520	66,340	66,219	66,896
Departmental	483	479	285	479	479	479	479
Sale of Goods and Services							
Other Receipts.....	197	1,002	161	229	132	116	533
Proceeds from Sale of Industry Goods	2,195	2,500	2,426	2,360	2,389	2,445	2,555
Public Trustee Contributions - Estate Fees and Other Revenue.....	19,900	20,756	21,604	21,799	22,336	22,887	23,451
RBDM	7,518	9,123	7,307	7,830	7,989	8,149	8,309
State Solicitor Fees.....	6,162	6,282	5,543	6,782	6,782	6,782	6,782
GST Receipts							
GST Input Credits	63,021	56,800	67,111	56,800	56,800	56,800	56,800
GST Receipts on Sales	4,660	4,500	4,557	4,500	4,500	4,500	4,500
Other Receipts							
Public Trustee Contribution - Common Account Surplus Interest.....	3,300	3,579	3,559	3,642	3,600	3,400	3,400
Recoup of Building Disputes Revenue	1,391	1,800	1,902	1,200	1,200	1,200	1,200
Recoup of Criminal Injury Awards.....	1,625	1,776	1,667	1,776	1,776	1,776	1,776
Recoup of Employee Contributions - Housing Leased from Government Regional Officer Housing	-	-	2,370	1,700	1,754	1,834	1,992
Recoup of Employee Contributions - Vehicles Leased from State Fleet.....	-	-	270	638	653	668	668
Recoup of Legal Costs	1,813	400	963	800	800	800	800
Recoup of Other Costs	1,861	3,264	5,713	8,113	8,053	8,433	7,930
Recoup of Prisoner Telephone Calls	3,729	4,122	2,747	4,122	4,122	4,122	4,122
Recoup of Residential Tenancy Payments	1,950	696	1,869	1,296	1,296	1,296	1,296
Recoup of Salary Costs	603	9	193	9	9	9	9
TOTAL	214,305	218,724	227,630	284,741	284,722	288,340	292,882

(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							
Confiscation of Assets.....	10,706	11,000	15,423	11,000	11,000	11,000	11,000
Fines and Penalties	31,591	34,250	31,139	36,507	37,636	38,764	38,810
Other Revenue.....	124,222	10,204	174,728	10,204	10,204	10,204	10,204
Speed and Red Light Fines.....	18,618	21,010	18,054	16,606	21,621	21,928	21,928
TOTAL ADMINISTERED INCOME	185,137	76,464	239,344	74,317	80,461	81,896	81,942
EXPENSES							
Grants to Charitable and Other Public Bodies							
Grants Paid from the Confiscation Proceeds Account	1,498	4,000	1,743	3,700	4,000	4,000	4,000
Other							
Confiscation Expenses Paid from the Confiscation Proceeds Account.....	8,228	7,000	8,756	7,300	7,000	7,000	7,000
Other Expenses	123,452	900	246,237	900	900	900	900
Payment to Road Trauma Trust Account....	18,618	21,010	18,034	16,606	21,621	21,928	21,928
Receipts Paid into the Consolidated Account	42,738	43,554	42,046	45,811	46,940	48,068	48,114
TOTAL ADMINISTERED EXPENSES	194,534	76,464	316,816	74,317	80,461	81,896	81,942

(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.

Legal Aid Commission of Western Australia

Part 7 Community Safety

Asset Investment Program

1. The Commission's Asset Investment Program (AIP) for 2020-21 is estimated at \$3.3 million, primarily comprising of a computer hardware and software replacement program and office fit-outs. The AIP will be funded from internal cash balances.

	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 Program....	12,472	6,018	452	2,152	1,494	1,406	1,402
Office Refurbishment and Fit-outs.....	3,623	2,261	79	1,108	169	85	-
Total Cost of Asset Investment Program	16,095	8,279	531	3,260	1,663	1,491	1,402
FUNDED BY							
Internal Funds and Balances.....			531	3,260	1,663	1,491	1,402
Total Funding.....			531	3,260	1,663	1,491	1,402

- (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 30 Fire and Emergency Services

Part 7 Community Safety

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 65 Net amount appropriated to deliver services.....	22,168	23,715	50,112	67,517	26,192	23,339	23,481
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	1,041	1,041	1,041	1,041	1,045	1,048	1,050
Total appropriations provided to deliver services	23,209	24,756	51,153	68,558	27,237	24,387	24,531
ADMINISTERED TRANSACTIONS							
Item 66 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	48,622	244,347	244,347	85,000	45,000	45,000	45,000
CAPITAL							
Item 130 Capital Appropriation	-	-	-	2,493	4,767	20	20
TOTAL APPROPRIATIONS	71,831	269,103	295,500	156,051	77,004	69,407	69,551
EXPENSES							
Total Cost of Services	435,494	449,286	470,657	472,293	461,532	456,713	464,465
Net Cost of Services ^(b)	6,723	17,583	23,237	73,822	27,683	7,238	(6,229)
CASH ASSETS ^(c)	71,815	51,170	84,368	39,232	22,585	35,294	55,751

(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 Department'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					
Volunteer Facilities Upgrades.....	-	4,000	4,000	-	-
New Initiatives					
Bushfire Planning and Policy Review	131	88	-	-	-
Enhanced Strategic Aerial Intelligence Surveillance and Reconnaissance	-	1,805	1,585	1,616	1,639
Esperance Region Radio Communications Enhancement.....	-	-	32	57	57
National Partnership on Disaster Risk Reduction.....	-	850	2,506	2,506	6,668
Western Australia Emergency Management Training Centre Business Case	-	2,050	-	-	-
Ongoing Initiatives					
Bushfire Mitigation Activity Fund - Department of Planning, Lands and Heritage Grants	3,166	-	-	-	-
Emergency Alert System Phase 4.....	-	4,513	-	-	-
Large Air Tanker and Lead Aircraft	2,339	-	-	-	-
Royalties for Regions Regional Workers Incentive Allowance Payments.....	106	106	106	106	106
Other					
Bushfire Suppression and Natural Hazard Incidents	21,971	-	-	-	-
Interstate and Overseas Deployment.....	2,603	-	-	-	-
RiskCover Insurance Premiums	-	1,115	-	-	-

(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 challenges posed by a drying climate and changing emergency management landscape means it is likely Western Australia will face more frequent and intense bushfires, storms, heatwaves and floods. The magnitude of these natural hazards will significantly impact communities and emergency management personnel (career and volunteer). Declining rainfall, increasing average temperatures and the overlap of fire seasons in the north and south of the State underscores the need for the Department to be well planned, resourced and prepared to respond to emergencies and support community preparedness efforts state-wide. The Department's focus is to ensure emergency services are effectively equipped and trained for all hazards, achieve strategic placement of assets throughout the State based on assessed risk, increase bushfire mitigation across the regions and upgrade the State's firefighting assets and capability.

Aerial Intelligence and Capability

2. To manage large and complex bushfires, the Department identified the need for an enhanced strategic Aerial Intelligence Surveillance and Reconnaissance (AISR) capability. Investment in the AISR strategy incorporates availability of a high-performance aircraft with a sophisticated multispectral line scanner that will deliver critical data for aerial mapping. This information is used to identify risk and communicate warnings to both the community and frontline emergency management personnel during emergencies. Following a successful trial, the line scanner aircraft capability has been included for the 2020-21 bushfire season to enhance aerial intelligence and respond to large and complex emergencies.

Frontline Communication and Public Safety

3. The provision of frontline communication and public information is critical for preservation of life and property. The coronial inquest into the 2015 Esperance bushfires highlighted the need for improved communication in the Great Southern Region. Additional radio repeater facilities are being installed to fill in 'black spot' areas of communications for emergency management partners and personnel. The Department is contributing to the upgrade of Australia's national Emergency Alert capability to communicate disaster and incident warnings to the community, a service heavily relied upon to keep the community safe.

National Disaster Risk Reduction Framework

- The Department has secured \$12.5 million over the Budget and forward estimates period under a new National Partnership Agreement on Disaster Risk Reduction. Funds granted through the State Emergency Management Committee to State and local initiatives will contribute to the reduction of risk and the impact of natural disasters in line with the National Disaster Risk Reduction framework.

WA Emergency Management Training

- The WA Fire and Emergency Services Academy in Forrestfield is a critical asset used for training delivery to career and volunteer personnel from across the State. Significant redevelopment of this asset is crucial to expand the capability to a multi-hazard training facility for the State to meet both current and future training needs for emergency management personnel. Planning in relation to the Academy's redevelopment will explore opportunities and synergies with other emergency service/management agencies for cross-utilisation.

Bushfire Mitigation and Management

- The Department continues its commitment to improving bushfire management capability within the State, including an expanded focus in on-ground activities. A total of \$36.9 million will be spent on augmenting bushfire management including rural fire management in 2020-21. Details are disclosed under the table titled 'Rural Fire Division'.

WA Recovery Plan

- Volunteers around the State need to have appropriate facilities and equipment to respond to and manage emergencies. As part of the WA Recovery Plan, an additional \$15 million will be invested over the Budget and forward estimates period in urgent works throughout the State for Volunteer Fire and Rescue Service (VFRS), Volunteer Fire and Emergency Service (VFES), State Emergency Service (SES) and Bush Fire Service (BFS) facilities, as well as water tanks throughout the State for BFS facilities.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Strong Communities: Safe communities and supported families.	Western Australian communities recognise and understand their local hazard risks and can effectively manage them.	1. Community Awareness, Education and Information Services
	A diverse team of volunteers and staff with a wide range of skills, who have access to development programs.	2. Health, Safety, Wellbeing and Training Services
	Risk is reduced and managed through innovation and continuous improvement across all hazards before, during and after emergencies.	3. Delivery of Frontline Services Before, During and After Incidents

Service Summary

Expense	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
1. Community Awareness, Education and Information Services.....	10,489	11,609	11,992	10,829	10,326	10,467	10,655
2. Health, Safety, Wellbeing and Training Services.....	20,004	25,679	24,032	23,221	21,223	21,510	21,890
3. Delivery of Frontline Services Before, During and After Incidents	405,001	411,998	434,633	438,243	429,983	424,736	431,920
Total Cost of Services.....	435,494	449,286	470,657	472,293	461,532	456,713	464,465

- (a) On 28 January 2020, the Department received approval to revise the Outcome Based Management (OBM) structure to better represent its strategic direction. As a result, Total Cost of Service summary, Income, Net Cost of Services, Employees (full-time equivalents) and efficiency indicators have been revised with previously reported 2019-20 Budget comparatives restated.
- (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.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual ^(b)	2019-20 Budget	2019-20 Actual ^(c)	2020-21 Budget Target	Note
Outcome: Western Australian communities recognise and understand their local hazard risks and can effectively manage them:					
Proportion of community members who recognise their local natural hazard risks and are prepared to take action.....	n/a	15%	20%	20%	
Outcome: A diverse team of volunteers and staff with a wide range of skills, who have access to development programs:					
Proportions of scheduled operational courses delivered	n/a	80%	72%	80%	1
Outcome: Risk is reduced and managed through innovation and continuous improvement across all hazards before, during and after emergencies:					
Proportion of Level 3 incident impact statements completed and endorsed by the State Recovery Coordinator.....	n/a	80%	100%	80%	2
Proportion of structure fire reports completed within specified timeframes.....	n/a	90%	88%	90%	
Proportion of natural hazard events which cause a significant impact on the community	n/a	25%	20%	25%	
Proportion of responses to Emergency Service Levy 1 and Emergency Service Levy 2 incidents within target timeframes	n/a	90%	94%	90%	
Proportion of structure fires confined to object or room of origin	74%	72%	73%	72%	

- (a) Further detail in support of the Key Effectiveness Indicators is provided in the Department's Annual Report.
- (b) On 28 January 2020, the Department received approval to revise the OBM structure. As a result, the effectiveness indicators for 2018-19 are not reportable.
- (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.

Explanation of Significant Movements

(Notes)

- The 2019-20 Actual is lower compared to the 2019-20 Budget and the 2020-21 Budget Target as a result of COVID-19 restrictions, where face-to-face scheduled training courses were cancelled over the period 17 March 2020 to 15 June 2020.
- The 2019-20 Actual is higher compared to the 2019-20 Budget and the 2020-21 Budget Target due to the Department's successful engagement with local governments and communities during Level 3 incidents. This indicator measures the number of impact statements completed by all parties and endorsed by the State Recovery Coordinator within 60 days of the closure of an incident.

Services and Key Efficiency Indicators

1. Community Awareness, Education and Information Services

Provision of generic and targeted awareness, education and information programs before an incident and emergency hazard information during an incident via social media, telephone call centre, television and radio interviews to increase community awareness of preventable and natural hazards and support their ability to take action.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 10,489	\$'000 11,609	\$'000 11,992	\$'000 10,829	1
Less Income	10,310	10,447	10,460	8,615	2
Net Cost of Service	179	1,162	1,532	2,214	
Employees (Full-Time Equivalents)	35	37	39	37	
Efficiency Indicators					
Average cost per household to deliver education and awareness programs and emergency hazard information to the community	\$10.42	\$11.39	\$11.76	\$10.48	3

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

Explanation of Significant Movements

(Notes)

- The 2020-21 Budget Target is lower compared to the 2019-20 Actual predominantly due to:
 - additional media and communications costs in 2019-20, which provided emergency information and updates to the community on social media and other communication platforms for bushfire suppression and natural hazard incidents; and
 - reduced costs as a result of implementing efficiencies in the delivery of services and a reduced corporate overhead allocation as a result of reprioritising existing expenditure to fund priority projects.
- The 2020-21 Budget Target is lower compared to the 2019-20 Actual mainly due to the freezing of 2020-21 Emergency Services Levy (ESL) rates, relative to 2019-20 rates, to assist with the cost of living pressures and support households and businesses through the COVID-19 period.
- The 2020-21 Budget Target is lower compared to the 2019-20 Budget and 2019-20 Actual due to an increase in the projected number of households in Western Australia based on the 2016 Australian Bureau of Statistics census data, released on 14 March 2019 and the reduction in the Total Cost of Service.

2. Health, Safety, Wellbeing and Training Services

Services provided to ensure that frontline emergency personnel, including volunteers, are not only trained and supported to maintain their physical and mental health but also to provide safe and efficient services to the community.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 20,004	\$'000 25,679	\$'000 24,032	\$'000 23,221	1
Less Income	18,517	19,186	20,961	18,473	2
Net Cost of Service	1,487	6,493	3,071	4,748	
Employees (Full-Time Equivalents)	98	116	107	116	
Efficiency Indicators					
Average cost to deliver health, safety, wellbeing and training services.	\$7.62	\$9.65	\$9.03	\$8.60	3

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

Explanation of Significant Movements

1. The 2020-21 Budget Target is lower compared to the 2019-20 Budget and 2019-20 Actual mainly due to a reduced corporate overhead allocation as a result of reprioritising existing expenditure to fund priority projects.
2. The 2020-21 Budget Target is lower compared to the 2019-20 Actual mainly due to the freezing of 2020-21 ESL rates, relative to 2019-20 rates, to assist with the cost of living pressures and support households and businesses through the COVID-19 period.
3. The 2020-21 Budget Target is lower compared to the 2019-20 Budget and 2019-20 Actual due to the combination of a higher projected population and the lower Total Cost of Service.

3. Delivery of Frontline Services Before, During and After Incidents

Services provided by frontline personnel, including volunteers, to enable the community to prepare for, prevent where possible, respond to and recover from emergency incidents.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 405,001	\$'000 411,998	\$'000 434,633	\$'000 438,243	1
Less Income	399,944	402,070	415,999	371,383	2,3
Net Cost of Service	5,057	9,928	18,634	66,860	4
Employees (Full-Time Equivalents)	1,527	1,560	1,545	1,590	5
Efficiency Indicators					
Average cost to deliver frontline services	\$154.31	\$154.85	\$163.36	\$162.21	

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

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual is higher compared to the 2019-20 Budget due to significant unforeseen additional costs associated with bushfire suppression and natural hazard incidents.
2. The 2019-20 Actual is higher compared to the 2019-20 Budget due to additional grants and reimbursements from Commonwealth, interstate entities and other Western Australian Government departments.
3. The decrease in 2020-21 Budget Target compared to 2019-20 Actual is predominantly due to the freezing of 2020-21 ESL rates, relative to 2019-20 rates, to assist with the cost of living pressures and support households and businesses through the COVID-19 period.
4. The 2020-21 Budget Target is higher compared to the 2019-20 Actual due to lower ESL income. The shortfall in income has been funded through an increase in Western Australian Government appropriation.
5. The 2020-21 Budget Target is higher compared to the 2019-20 Actual predominantly due to an additional 30 positions approved for the Bushfire Centre of Excellence in Nambeelup, Koolinup Emergency Services Centre in Collie, aviation services and Commonwealth-funded grant programs.

Asset Investment Program

1. The Department's Asset Investment Program (AIP) for 2020-21 totals \$74.6 million, comprising Works in Progress of \$72.2 million and New Works of \$2.4 million. The AIP is established in conjunction with the application of a resource-to-risk/fit-for-purpose model to determine the infrastructure needs to effectively deliver emergency services throughout the State. Facilities requirements are based on spatial planning linked to coverage areas, hazard types and response times. Prioritisation of new or replacement stations and facilities involves consideration of demographics, dwellings and traffic volumes. Replacement vehicles and new capabilities are developed through stakeholder engagement, changing technology, and implementing improvements in safety features through research and development and from outcomes of incident inquiries.
2. An overview of the 2020-21 program is as follows:
 - 2.1. \$48 million has been provided for land and building works, including \$11.5 million for Urgent Minor Works, \$9.8 million for the Koolinup Emergency Services Centre in Collie, \$9.5 million for the Bushfire Centre of Excellence in Nambeelup, \$8.4 million for the Career Fire and Rescue Service (CFRS) Cockburn Fire Station and \$5.8 million for the CFRS Kensington Fire Station building costs, and \$3.1 million for the provision of the upgrade of various volunteer facilities;
 - 2.2. \$21.4 million has been allocated for ongoing vehicle and appliance replacement programs in line with the Department's maintenance and serviceable life replacement strategies; and
 - 2.3. \$2.8 million has been allocated for plant and equipment works, including \$34,000 for the new Esperance region radio communications enhancement, which will contribute to the enhanced bushfire management and volunteer capability in the Esperance region.

WA Recovery Plan

3. As part of the WA Recovery Plan, an additional \$7 million (\$2.3 million in 2020-21 and \$4.7 million in 2021-22) has been approved for the upgrades and improvements of a number of VFRS and VFES facilities which includes the provision of suitable toilet and change room facilities, and suitable decontamination areas for clothing and equipment, breathing apparatus management upgrades, appliance bay modifications, as well as tunic storage room provision and upgrades. An additional \$8 million in capital grants will be provided as part of the WA Recovery Plan for urgent works on VFRS, SES and BFS facilities, as well as water tanks throughout the State for BFS facilities.

	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							
Land and Building Works							
Bushfire Centre of Excellence	15,558	5,250	5,250	9,458	850	-	-
Career Fire Rescue Service (CFRS) Cockburn Fire Station.....	11,120	2,652	2,155	8,368	100	-	-
CFRS Kensington Fire Station.....	7,970	2,100	1,953	5,820	50	-	-
Koolinup Emergency Service Centre in Collie	12,881	1,691	1,691	9,827	1,363	-	-
Urgent Minor Works.....	60,456	20,522	2,783	11,464	5,078	5,205	7,114
Volunteer Fire Rescue Service (VFRS)/Volunteer Fire and Emergency Service (VFES) Upgrade and Replacement Program	20,600	1,531	622	3,069	2,000	2,000	2,000
Plant and Equipment Works							
Equipment Replacement Program.....	27,211	12,583	1,448	2,805	1,823	2,000	2,000
CFRS Combined Ladder Platform Half Life Refurbishment.....	5,051	214	-	2,500	1,300	-	437
CFRS Incident Control Vehicle Replacement Program	2,229	498	12	340	260	265	90
CFRS Specialist Equipment Tender and Pod Carrier Replacement Program	900	-	-	900	-	-	-
CFRS Urban Pump Replacement Program	50,667	23,360	388	4,023	9,211	5,753	8,320
Communication and Information and Communications							
Technologies Support Replacement Program	1,104	492	-	-	173	177	-
Light Tanker Replacement Program	38,894	8,970	496	4,471	6,524	5,410	4,860
Personnel Transport, Training and Fleet Asset							
Replacement Program	3,118	278	-	1,885	632	323	-
VFES Unit Fleet Replacement Program	25,485	17,188	2,913	4,017	-	-	1,389
VFRS Road Crash Rescue Trailer Replacement Program	3,169	2,382	1,941	477	-	-	-
VFRS Urban Tanker Replacement Program	26,855	16,335	9,590	2,792	1,958	1,329	1,059

	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							
Intangible Asset Development - Volunteer Portal	3,056	3,056	1,806	-	-	-	-
Land and Building Works - CFRS Vincent Fire Station	18,110	18,110	188	-	-	-	-
Plant and Equipment Works							
Bushfire Centre of Excellence	139	139	139	-	-	-	-
Handheld Radio Equipment Replacement Program	2,792	2,792	36	-	-	-	-
Incident Response and Information System Replacement Program	4,858	4,858	50	-	-	-	-
NEW WORKS							
WA Recovery Plan							
Land and Building Works - VFRS/VFES Facilities Upgrades	7,000	-	-	2,333	4,667	-	-
Other							
Plant and Equipment Works - Fixed Repeater Tower (Esperance)	355	-	-	34	321	-	-
Total Cost of Asset Investment Program	349,578	145,001	33,461	74,583	36,310	22,462	27,269
Loans and Other Repayments			6,389	6,895	6,905	6,916	6,926
Total	349,578	145,001	39,850	81,478	43,215	29,378	34,195
FUNDED BY							
Asset Sales			1,391	20,949	-	-	-
Borrowings			9,873	3,949	3,949	3,949	3,949
Capital Appropriation			-	2,493	4,767	20	20
Drawdowns from Royalties for Regions Fund			2,693	8,830	1,358	-	-
Emergency Services Levy			23,462	6,939	3,059	9,727	14,153
Internal Funds and Balances			2,431	59,267	30,082	15,682	16,073
Total Funding			39,850	81,478	43,215	29,378	34,195

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

Financial Statements

Income Statement

Expenses

1. The 2020-21 Budget Estimate Total Cost of Services is forecast to increase by \$1.6 million compared to the 2019-20 Actual. This is predominantly due to the following:
 - 1.1. \$12.4 million for new initiatives including the upgrade of Australia's National Emergency Alert System Phase 4, WA Recovery Plan, WA Emergency Management Training Centre business case and enhanced strategic AISR capability;
 - 1.2. \$20.7 million for projects delayed in 2019-20 and carried over to 2020-21 due to COVID-19; and
 - 1.3. \$4.6 million decrease due to the impact of savings measures and previous policy decisions.
2. This is offset by \$26.9 million in expenditure incurred during 2019-20 that is unbudgeted in 2020-21, including additional expenditure on bushfire suppression and natural hazard incidents (\$22 million), interstate and overseas deployment (\$2.6 million) and expenditure on Large Air Tanker and lead aircraft (\$2.3 million).
3. The increase in Total Cost of Services of \$21.4 million in the 2019-20 Actual compared to the 2019-20 Budget is primarily due to unbudgeted significant unforeseen expenditure associated with bushfire suppression and natural hazard incidents.

Income

4. The decrease in total income between the 2020-21 Budget Estimate and the 2019-20 Actual of \$48.9 million is mainly the result of a \$33.7 million reduction in ESL revenue to support households and businesses through COVID-19 through the freezing of ESL rates and a \$7.3 million decrease in grants.
5. The increases in income from State Government in the 2019-20 Actual compared to the 2019-20 Budget is predominantly due to supplementary funding of \$26.4 million received in 2019-20 to recoup the costs for bushfire suppression and natural hazard incidents (\$22 million for costs incurred in 2019-20 and \$4.4 million for costs incurred in 2018-19).
6. The increases in income from State Government in the 2020-21 Budget Estimate compared to the 2019-20 Budget is predominantly due to additional service appropriation in 2020-21 to meet the shortfall in ESL revenue (\$40 million) and investment in the WA Recovery Plan (\$4 million) for volunteer services facilities works.

Statement of Financial Position

Assets

7. The 2020-21 Budget Estimate total assets are forecast to decrease by \$14.1 million compared to the 2019-20 Actual primarily due to \$8.3 million increase in the holding account receivable recognising depreciation for future asset replacement, \$22.8 million increase in property, plant and equipment, offset by a \$45.9 million decrease in cash assets to fund the AIP and expenditure on projects delayed due to COVID-19.

Liabilities

8. The 2020-21 Budget Estimate total liabilities are forecast to decrease by \$11.2 million primarily due to the expiration of the existing service agreements for the two emergency service rescue helicopters, recognised as leases, that results in the reduction of the lease liability in that year. Borrowings and leases see a significant increase from 2021-22 onwards as a result of the recognition of lease liability for renewal of service agreements over the term of the new agreements.

Statement of Cashflows

State Government

9. The increases in cashflows from State Government in the 2019-20 Actual compared to the 2019-20 Budget are predominantly due to \$26.4 million of supplementary funding in 2019-20 to recoup the unfunded costs for bushfire suppression and natural hazard incidents.
10. The increases in Cashflows from State Government in the 2020-21 Budget Estimate compared to the 2019-20 Actual are predominantly due to additional service appropriation in 2020-21 to meet the shortfall in ESL revenue, investment in the WA Recovery Plan for volunteer services facility works and the increase in Royalties for Regions (RfR) funding to support the capital build of the Koolinup Emergency Services Centre in Collie.

Investing Activities

11. Payments for the purchase of assets in the 2019-20 Actual is lower compared to the 2019-20 Budget Estimate by \$17.3 million, primarily as a result of underspends in property investment projects and the appliance replacement program due to delays in awarding of contracts and COVID-19.
12. Payments for the purchase of assets in the 2020-21 Budget Estimate have increased by \$41.1 million as a result of the expenditure on capital projects carried over from the prior year and additional WA Recovery Plan works on volunteer facilities.

Financing Activities

13. The increase in both the proceeds and repayment of borrowings of \$20 million in the 2020-21 Budget Estimate compared to the 2019-20 Actual is due to the recognition of a \$20 million working capital facility as advised by Western Australian Treasury Corporation that provides the Department with an increased short-term intra-year borrowing capacity.

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)	223,342	222,914	236,479	228,174	231,840	234,678	237,318
Grants and subsidies ^(d)	44,887	64,869	48,197	70,265	69,324	66,032	70,013
Supplies and services	96,424	80,420	92,542	78,824	71,722	70,912	72,267
Accommodation	13,388	9,600	10,924	10,873	11,118	11,122	11,116
Depreciation and amortisation	23,244	32,019	41,138	43,674	40,184	40,873	39,899
Finance and interest costs	1,493	2,456	1,929	2,017	3,702	3,135	2,627
Other expenses	32,716	37,008	39,448	38,466	33,642	29,961	31,225
TOTAL COST OF SERVICES	435,494	449,286	470,657	472,293	461,532	456,713	464,465
Income							
Sale of goods and services	11,296	9,344	11,893	9,231	9,159	8,930	8,705
Emergency Services Levy	393,390	405,140	406,206	372,537	408,278	428,777	450,217
Grants and subsidies	19,481	13,565	20,115	12,830	12,535	7,885	7,885
Other revenue	4,604	3,654	9,206	3,873	3,877	3,883	3,887
Total Income	428,771	431,703	447,420	398,471	433,849	449,475	470,694
NET COST OF SERVICES	6,723	17,583	23,237	73,822	27,683	7,238	(6,229)
INCOME FROM STATE GOVERNMENT							
Service appropriations	23,209	24,756	51,153	68,558	27,237	24,387	24,531
Resources received free of charge	3,314	2,273	1,514	2,273	2,273	2,273	2,273
Royalties for Regions Fund:							
Regional Community Services Fund ^(e)	5,487	1,603	1,103	1,232	1,482	1,232	1,232
TOTAL INCOME FROM STATE GOVERNMENT	32,010	28,632	53,770	72,063	30,992	27,892	28,036
SURPLUS/(DEFICIENCY) FOR THE PERIOD	25,287	11,049	30,533	(1,759)	3,309	20,654	34,265

(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 1,660, 1,691 and 1,743 respectively.

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

(e) Relates to funding received for the Emergency Services Volunteer Fuel Card, Regional District Allowance and the Koolinup Emergency Services Centre in Collie. Note that RfR funding of \$12.8 million to support the capital build of the Koolinup Emergency Services Centre in Collie is recognised as part of Contributed Equity in the Statement of Financial Position.

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
All Western Australians Reducing Emergencies							
Program	156	200	127	200	200	200	200
Chemistry Centre - Emergency Response Services	-	1,500	1,500	1,500	1,500	1,500	1,500
Fire Crew Protection	3,615	-	-	-	-	-	-
Local Government							
Community Emergency Service Managers	2,391	2,643	2,361	2,619	2,646	2,713	2,713
Emergency Services Grants	23,891	33,055	28,022	37,976	38,460	35,149	35,149
National Bushfire Mitigation Program	66	-	28	27	-	-	-
National Disaster Risk Reduction	-	-	-	850	2,506	2,506	6,668
Natural Disaster Resilience Program	229	2,432	691	1,431	711	357	186
Other	2,047	2,063	1,909	2,066	2,070	2,088	2,088
Prepared Communities	-	-	-	60	-	-	-
Rural Fire Division							
Bushfire Centre of Excellence Facility	-	1,310	-	-	-	-	-
Bushfire Mitigation Activity Fund - ESL	966	11,190	1,121	9,160	9,805	9,957	9,947
Bushfire Mitigation Activity Fund - RfR	2,680	928	4,250	1,271	-	-	-
Bushfire Risk Management Planning	1,462	1,388	1,315	1,388	1,388	1,409	1,409
Shire of Gingin	370	700	-	-	-	-	-
Surf Life Saving Western Australia	1,381	1,381	1,381	1,381	1,381	1,381	1,381
Volunteer Fuel Card	635	1,070	553	1,070	1,000	1,000	1,000
Volunteer Marine Rescue Service	4,998	5,009	4,939	9,266	7,657	7,772	7,772
TOTAL	44,887	64,869	48,197	70,265	69,324	66,032	70,013

(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
				\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	58,730	47,972	69,457	23,537	12,197	25,408	49,212
Restricted cash.....	13,085	195	12,213	12,997	7,690	7,188	3,841
Receivables.....	11,687	5,229	17,630	17,630	17,630	17,630	17,630
Other.....	7,603	5,634	9,350	9,350	9,350	9,350	9,350
Total current assets.....	91,105	59,030	108,650	63,514	46,867	59,576	80,033
NON-CURRENT ASSETS							
Holding account receivables.....	46,566	54,839	54,839	63,112	70,256	78,201	86,146
Property, plant and equipment.....	379,252	415,327	415,713	440,771	522,695	513,663	504,888
Intangibles.....	14,904	19,535	12,990	10,737	8,484	8,484	8,484
Restricted cash.....	-	3,003	2,698	2,698	2,698	2,698	2,698
Total non-current assets.....	440,722	492,704	486,240	517,318	604,133	603,046	602,216
TOTAL ASSETS	531,827	551,734	594,890	580,832	651,000	662,622	682,249
CURRENT LIABILITIES							
Employee provisions.....	30,778	29,146	33,122	33,598	32,024	32,510	33,162
Payables.....	17,929	16,044	12,038	12,038	10,686	10,686	10,686
Borrowings and leases	2,440	6,696	16,750	6,317	16,483	16,477	14,291
Other.....	316	441	270	270	270	270	270
Total current liabilities.....	51,463	52,327	62,180	52,223	59,463	59,943	58,409
NON-CURRENT LIABILITIES							
Employee provisions.....	11,283	10,425	12,339	12,345	12,345	12,345	12,345
Borrowings and leases	34,116	42,202	47,467	46,223	100,448	86,158	73,034
Total non-current liabilities.....	45,399	52,627	59,806	58,568	112,793	98,503	85,379
TOTAL LIABILITIES	96,862	104,954	121,986	110,791	172,256	158,446	143,788
EQUITY							
Contributed equity ^(c)	358,315	370,305	361,067	359,963	365,357	365,377	365,397
Accumulated surplus/(deficit).....	30,113	32,295	60,646	58,887	62,196	82,850	117,115
Reserves	46,537	44,180	51,191	51,191	51,191	55,949	55,949
Total equity	434,965	446,780	472,904	470,041	478,744	504,176	538,461
TOTAL LIABILITIES AND EQUITY	531,827	551,734	594,890	580,832	651,000	662,622	682,249

(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) Includes an injection of \$12.8 million in RfR funding over three financial years (2019-20 to 2021-22) for the build of the Koolinup Emergency Services Centre in Collie.

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	15,460	16,483	42,880	60,285	20,093	16,442	16,586
Capital appropriation	-	-	-	2,493	4,767	20	20
Royalties for Regions Fund:							
Regional Community Services Fund	5,487	6,659	1,103	10,062	2,840	1,232	1,232
Regional Infrastructure and Headworks Fund	-	-	2,693	-	-	-	-
Net cash provided by State Government	20,947	23,142	46,676	72,840	27,700	17,694	17,838
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(218,164)	(221,971)	(232,132)	(227,695)	(233,769)	(234,192)	(236,666)
Grants and subsidies	(44,104)	(64,869)	(49,807)	(70,265)	(69,324)	(63,274)	(70,013)
Supplies and services	(95,995)	(75,701)	(90,977)	(74,050)	(72,058)	(71,139)	(69,994)
Accommodation	(12,715)	(9,706)	(10,831)	(10,981)	(11,226)	(11,230)	(11,116)
GST payments	(20,669)	(8,794)	(23,362)	(18,794)	(18,794)	(18,794)	(18,794)
Finance and interest costs	(1,538)	(2,456)	(1,928)	(2,016)	(3,702)	(3,135)	(2,626)
Other payments	(32,158)	(37,060)	(44,654)	(38,697)	(33,794)	(30,111)	(31,222)
Receipts (c)							
Emergency Services Levy	392,927	406,041	404,113	372,537	408,278	428,777	450,217
Grants and subsidies	14,141	12,665	18,268	11,930	11,635	6,985	6,985
Sale of goods and services	11,272	9,343	11,887	10,131	10,059	8,930	8,705
GST receipts	20,402	8,794	23,542	18,794	18,794	18,794	18,794
Other receipts	3,603	3,456	4,888	3,675	3,679	3,893	3,887
Net cash from operating activities	17,002	19,742	9,007	(25,431)	9,778	35,504	48,157
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(29,719)	(50,767)	(33,461)	(74,583)	(36,310)	(22,462)	(27,269)
Proceeds from sale of non-current assets	1,097	-	1,391	-	-	-	-
Net cash from investing activities	(28,622)	(50,767)	(32,094)	(74,583)	(36,310)	(22,462)	(27,269)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(6,389)	(16,277)	(20,933)	(41,911)	(41,764)	(41,976)	(42,218)
Proceeds from borrowings	3,949	5,559	9,873	23,949	23,949	23,949	23,949
Net cash from financing activities	(2,440)	(10,718)	(11,060)	(17,962)	(17,815)	(18,027)	(18,269)
NET INCREASE/(DECREASE) IN CASH HELD	6,887	(18,601)	12,553	(45,136)	(16,647)	12,709	20,457
Cash assets at the beginning of the reporting period	58,915	69,771	71,815	84,368	39,232	22,585	35,294
Net cash transferred to/from other agencies	6,013	-	-	-	-	-	-
Cash assets at the end of the reporting period	71,815	51,170	84,368	39,232	22,585	35,294	55,751

(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 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							
Commonwealth Grants	-	2,762	4,519	2,790	2,818	2,818	2,818
National Partnership Agreements							
Provision of Fire Services	1,498	1,550	1,550	1,604	1,661	1,661	1,661
Natural Disaster Resilience Program	6,264	3,132	-	-	-	-	-
National Disaster Risk Reduction	-	-	2,506	2,506	2,506	2,506	2,506
Prepared Communities	600	-	-	-	-	-	-
Road Trauma Trust Grant	-	4,650	4,650	4,650	4,650	-	-
Other Grants	5,779	571	5,043	380	-	-	-
Sale of Goods and Services							
Sale of Goods and Services	1,748	-	2,279	-	-	-	-
GST Receipts							
GST Input Credits	18,151	7,544	20,930	17,544	17,544	17,544	17,544
GST Receipts on Sales	2,251	1,250	2,612	1,250	1,250	1,250	1,250
Other Receipts							
Other Sundry Receipts	3,603	3,456	4,888	3,675	3,679	3,893	3,887
TOTAL	39,894	24,915	48,977	34,399	34,108	29,672	29,666

(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 (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
INCOME							
Other							
Appropriations	48,622	244,347	244,347	85,000	45,000	45,000	45,000
TOTAL ADMINISTERED INCOME	48,622	244,347	244,347	85,000	45,000	45,000	45,000
EXPENSES							
Grants to Charitable and Other Public Bodies							
Western Australia Natural Disaster Relief and Recovery Arrangements	141,884	110,330	70,417	134,029	45,000	45,000	45,000
TOTAL ADMINISTERED EXPENSES	141,884	110,330	70,417	134,029	45,000	45,000	45,000

(a) The Disaster Recovery Funding Arrangements are jointly funded by State and Commonwealth Governments and administered by the Department to provide assistance to the communities to recover from eligible natural disaster events. Administered appropriation in 2019-20 represents additional funding to meet claims made by stakeholders as a result of major flooding events that occurred in 2016-17 and 2017-18.

(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.

RURAL FIRE DIVISION

	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
Bushfire Centre of Excellence (BCoE) ^(b)							
Capital Costs	-	-	5,389	9,458	850	-	-
Operating Costs	1,078	6,170	2,364	3,266	5,230	5,468	5,523
Bushfire Risk Management ^(c)	9,514	16,012	14,111	20,005	15,012	15,218	15,256
Bushfire Technical Services	862	1,008	937	1,036	1,046	1,057	1,067
Land Use Planning	751	579	662	720	727	734	742
Office of Bushfire Risk Management	685	1,218	946	1,335	1,348	1,362	1,375
Rural Fire Executive	642	809	1,006	1,047	1,057	1,068	1,079
TOTAL RURAL FIRE DIVISION	13,532	25,796	25,415	36,867	25,271	24,907	25,042

- (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) BCoE expenditure includes operating costs and \$15.7 million capital works included in the Asset Investment Program.
- (c) Detailed breakdown of expenditure for the Bushfire Risk Management directorate is shown in the table below.

BUSHFIRE RISK MANAGEMENT

	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
Local Government							
Mitigation Activity Fund (MAF) ESL							
Grants Program ^(b)	966	11,190	1,121	9,160	9,805	9,957	9,947
MAF RfR Grants Program ^(c)	2,680	928	4,250	1,271	-	-	-
Bushfire Risk Planning Coordinator							
Support Program	1,462	1,388	1,315	1,388	1,388	1,409	1,423
Department Mitigation Works							
Bushfire Awareness Campaign	961	-	1,000	1,000	1,010	1,020	1,030
Bushfire Risk Management Branch ^(d)	1,828	1,720	1,495	1,839	1,958	1,978	1,998
Memorandum of Understanding							
Department of Education	256	286	253	347	350	354	358
Unallocated Crown Land (UCL)							
Department ESL Contribution	911	-	4,177	4,500	-	-	-
Department of Planning, Lands and							
Heritage (DPLH) Contribution ^(e)	450	500	500	500	500	500	500
TOTAL BUSHFIRE RISK							
MANAGEMENT	9,514	16,012	14,111	20,005	15,012	15,218	15,256

- (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) 2019-20 Actual represents a decrease of \$10 million due to reclassification of \$4 million to UCL and \$1 million to a bushfire awareness campaign as well as \$5 million carryover of expenditure underspends, as a result of number of factors including weather conditions, eligibility of local government to participate in the program and COVID-19 impacts.
- (c) The Department administers bushfire mitigation activity grant funding on behalf of DPLH. The funding for this initiative is provided to DPLH from the RfR program. The table reflects the allocation of the funding to the Department and fluctuate depending on timing of revenue and grant disbursements.
- (d) Includes three Bushfire Risk Management Officers that are part of Bushfire Risk Management branch of the Rural Fire Division command.
- (e) The UCL budget is funded by DPLH and MAF ESL Grants program. Department ESL contribution is estimated on an annual basis and transferred from grants program through Budget submission or Mid-year Review.

Division 31 Office of the Director of Public Prosecutions

Part 7 Community Safety

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 67 Net amount appropriated to deliver services.....	36,605	37,745	38,390	39,407	39,755	42,881	45,631
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	3,740	3,315	3,315	3,763	3,325	3,340	3,369
Total appropriations provided to deliver services	40,345	41,060	41,705	43,170	43,080	46,221	49,000
CAPITAL							
Item 131 Capital Appropriation ^(b)	-	2,567	-	146	937	286	146
TOTAL APPROPRIATIONS	40,345	43,627	41,705	43,316	44,017	46,507	49,146
EXPENSES							
Total Cost of Services	46,823	47,168	48,455	49,676	48,981	52,122	55,143
Net Cost of Services ^(c)	40,864	41,818	40,993	44,026	43,631	46,772	49,793
CASH ASSETS ^(d)	6,876	5,099	6,140	5,246	5,386	5,526	5,526

- (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 Office'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					
Children's Court Building Refurbishment.....	-	300	-	-	-
Impact of Additional Police Officers.....	-	-	1,815	3,745	5,799
Legal Information Officer	-	305	-	-	-
Ongoing Initiatives					
District Court Building Refurbishment.....	504	-	-	-	-
Public Prosecutions Services Expenditure	607	570	405	(14)	995
Reclassification of Asset Investment to Recurrent Expense.....	200	200	200	200	200
Special Prosecution Division	-	2,854	-	-	-
Other					
Revision to Indexation for Non-Salary Expenses	-	-	-	-	57

- (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 Office continues to fulfil its responsibility of prosecuting the most serious offences committed against the State's criminal laws.
2. During 2019-20, the Office conducted an extensive legal practice that included a significant number of high profile, resource-intensive, murder and drug-related prosecutions. This includes progressing the prosecution of Bradley Robert Edwards (related to the Western Australia Police Force's Macro Taskforce), one of the longest and most complex criminal cases ever conducted in Western Australia. In response to this, the Office has been provided with additional funding in 2020-21.
3. The Office's new indictable caseload is projected to increase significantly across 2020-21 and the forward estimates period, in part due to additional resources in frontline service delivery within the broader justice system. Provisions have been made in the forward estimates period to address this growth through the funding provided in the Public Prosecution Services Expenditure and Impact of Additional Police Officers spending changes.
4. Notwithstanding the increases in core workloads, the Office continues to record an overall conviction rate of 95%, achieved through early and effective case management, the appropriate exercise of prosecutorial discretion and by thoroughly preparing matters for trial.
5. The Office continues to manage an appellate practice that has been consistently busy throughout the past two fiscal years.
6. The Office will continue to manage applications relating to dangerous sexual offenders and serious violent offenders under the former *Dangerous Sexual Offenders Act 2006*, now amended to the *High Risk Serious Violent Offenders Act 2020*, until January 2021 whereupon the State Solicitor's Office will take over management of proceedings under that legislation. The Office will continue to be involved with applications under the *High Risk Serious Violent Offenders Act 2020* through the provision of information to the State Solicitor's Office relating to the offenders' predicated offences and prosecutions.
7. The Office continues to manage its response to the increasing use of technology in the criminal justice system. Digitisation, automation and data collaboration are key initiatives that the Office will be undertaking over the forward estimates period, in line with the Government's Digital WA Strategy. Investment in the readiness of the Office to support digitisation of records, service automation, workflow management and data exchange are key outcomes of these initiatives, to provide a better prosecution service for the State.

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
Strong Communities: Safe communities and supported families.	That the people of Western Australia are provided with a fair and just criminal prosecution service.	1. Criminal Prosecutions 2. Confiscation of Assets

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. Criminal Prosecutions.....	43,388	43,918	44,966	46,426	45,731	48,872	51,893
2. Confiscation of Assets	3,435	3,250	3,489	3,250	3,250	3,250	3,250
Total Cost of Services.....	46,823	47,168	48,455	49,676	48,981	52,122	55,143

(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: That the people of Western Australia are provided with a fair and just criminal prosecution service:					
Early advice to court on charges: indictment filed within three months of committal	70.8%	85%	69.6%	85%	1
Establishing a case to answer	100%	98%	100%	98%	2
Convictions after trial	65.7%	50%	62.3%	50%	3
Application for a declaration of confiscations filed within four months of the drug trafficker declaration	6.3%	60%	16.9%	60%	4

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

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

Explanation of Significant Movements

(Notes)

1. The number of indictments due remains constant with prior year Actual results, with the 2019-20 Actual seeing 2,711 indictments due compared to a 2018-19 Actual of 2,740. The indictments filed for 2019-20 have been filed with the court an average of 81 days from committal, a marginal increase on the prior year of 77 days.
2. The Office's case assessment and trial preparation process is extremely robust and has repeatedly proved to be capable of identifying unsuitable cases at an early stage and taking appropriate action; henceforth, establishing a case to answer 100% of the time.
3. The achievement of a conviction rate after trial result in excess of the 2019-20 Budget reflects the competence of the Office in terms of case management, trial preparation and advocacy.
4. The confiscations team manages a high number of drug trafficking declarations involving the confiscation of land. The preparation of applications for confiscation in these matters is a particularly complex process requiring input and resolution of outcomes from numerous key external stakeholders within the justice system, particularly for matters received in 2019-20. This caused the 2019-20 Actual, although improving on the 2018-19 Actual, to remain lower than the 2019-20 Budget.

Services and Key Efficiency Indicators

1. Criminal Prosecutions

The Office conducts prosecutions against people accused of serious breaches of the State's criminal laws. These prosecutions are principally conducted on indictment in the Supreme and District Courts sitting at Perth and also in major regional locations. Prosecutions are conducted on behalf of the State, independently of external influences and in accordance with the law and the Office's published Statement of Prosecution Policy and Guidelines 2018.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 43,388	\$'000 43,918	\$'000 44,966	\$'000 46,426	
Less Income	2,524	2,100	3,973	2,400	
Net Cost of Service	40,864	41,818	40,993	44,026	
Employees (Full-Time Equivalents)	242	264	252	283	1
Efficiency Indicators					
Cost per prosecution	\$14,377	\$15,000	\$14,771	\$15,000	

(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.

Explanation of Significant Movements

(Notes)

1. Full-time equivalents from the 2019-20 Actual to the 2020-21 Budget Target for the Office's criminal prosecution services are anticipated to increase resulting from similar increases in demand and activity across the broader justice system, transmitted to the Office through cost-demand forecasts.

2. Confiscation of Assets

The Office institutes and conducts proceedings in a fair and just manner to confiscate property acquired as a result of criminal activity, property used for criminal activity and property of declared drug traffickers. The cost to operate the Office's confiscations team and manage confiscations legal work is generally recouped from the Confiscation Proceeds Account established under the *Criminal Property Confiscation Act 2000*.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 3,435	\$'000 3,250	\$'000 3,489	\$'000 3,250	
Less Income	3,435	3,250	3,489	3,250	
Net Cost of Service	nil	nil	nil	nil	
Employees (Full-Time Equivalents)	16	16	16	16	
Efficiency Indicators					
Ratio of cost to return	32.2%	25%	22.6%	25%	

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

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							
Desktop Devices	733	283	283	125	100	100	125
Digital Transformation and Service Enhancement	1,488	503	503	258	283	283	161
Electronic Evidence Management Systems	383	83	83	100	100	100	-
Print and Photocopy Services	554	140	140	100	100	100	114
NEW WORKS							
Electronic Document Records Management System (EDRMS) Upgrade.....	300	-	-	150	50	100	-
Furniture and Fittings, Portable and Attractive Items, Including Dictation and Transcript Equipment	400	-	-	100	100	100	100
Legal Practice Management System	1,040	-	-	690	250	100	-
Prosecution Services - Video Recording and Conferencing	200	-	-	-	100	-	100
Total Cost of Asset Investment Program	5,098	1,009	1,009	1,523	1,083	883	600
FUNDED BY							
Capital Appropriation			-	-	794	144	-
Drawdowns from the Holding Account			308	408	208	658	600
Internal Funds and Balances			701	1,115	81	81	-
Total Funding			1,009	1,523	1,083	883	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.

Financial Statements

Income Statement

Expenses

1. The Total Cost of Services for the 2020-21 Budget Estimate is estimated to increase by \$1.21 million compared to the 2019-20 Actual due to unavoidable anticipated costs in meeting increased criminal caseloads in addition to high profile, resource-intensive, murder and drug-related prosecutions.

Income

2. The grants and subsidies increase from the 2019-20 Budget to the 2019-20 Actual represents a distribution from the Confiscations Proceeds Account for exceeding the target collection level.
3. Consistent with the increase in Total Cost of Services, the total income from State Government is anticipated to increase by \$1.7 million between the 2019-20 Actual and the 2020-21 Budget Estimate due to additional funding provided for cost and demand forecasts, and special funding provided for the prosecution of Bradley Robert Edwards.

Statement of Financial Position

4. Cash assets are expected to decrease compared to the 2019-20 Actual as internal balances are used to fund the Office's Asset Investment Program, resulting in a corresponding increase in the Office's intangible assets.

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)	34,052	35,635	36,828	37,146	37,461	40,088	43,129
Supplies and services	4,915	2,664	3,738	2,794	2,801	2,839	2,794
Accommodation	4,017	967	4,292	4,254	3,949	4,182	3,973
Depreciation and amortisation	726	3,544	926	1,217	1,031	1,091	903
Finance and interest costs	-	361	9	13	19	21	19
Other expenses	3,113	3,997	2,662	4,252	3,720	3,901	4,325
TOTAL COST OF SERVICES	46,823	47,168	48,455	49,676	48,981	52,122	55,143
Income							
Grants and subsidies	5,804	5,300	7,234	5,600	5,300	5,300	5,300
Other revenue	155	50	228	50	50	50	50
Total Income	5,959	5,350	7,462	5,650	5,350	5,350	5,350
NET COST OF SERVICES	40,864	41,818	40,993	44,026	43,631	46,772	49,793
INCOME FROM STATE GOVERNMENT							
Service appropriations	40,345	41,060	41,705	43,170	43,080	46,221	49,000
Resources received free of charge	970	1,000	696	793	793	793	793
Other revenues	-	-	-	305	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	41,315	42,060	42,401	44,268	43,873	47,014	49,793
SURPLUS/(DEFICIENCY) FOR THE PERIOD	451	242	1,408	242	242	242	-

(a) Full audited financial statements are published in the Office'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 258, 268 and 299 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.....	6,494	4,879	5,611	4,717	4,857	4,997	4,997
Holding account receivables.....	1,000	500	1,000	1,000	1,100	1,100	1,100
Receivables.....	772	167	2,442	2,442	2,442	2,463	2,463
Other.....	145	-	180	180	180	180	180
Total current assets.....	8,411	5,546	9,233	8,339	8,579	8,740	8,740
NON-CURRENT ASSETS							
Holding account receivables.....	4,053	7,729	4,766	5,624	6,389	6,852	7,155
Property, plant and equipment.....	1,103	9,917	1,177	663	588	765	546
Intangibles.....	61	780	701	1,799	2,157	1,846	1,846
Restricted cash.....	382	220	529	529	529	529	529
Total non-current assets.....	5,599	18,646	7,173	8,615	9,663	9,992	10,076
TOTAL ASSETS	14,010	24,192	16,406	16,954	18,242	18,732	18,816
CURRENT LIABILITIES							
Employee provisions.....	6,007	6,256	7,138	6,902	6,666	6,312	6,312
Payables.....	1,484	621	581	649	764	764	764
Other.....	61	224	508	508	508	508	508
Total current liabilities.....	7,552	7,101	8,227	8,059	7,938	7,584	7,584
NON-CURRENT LIABILITIES							
Employee provisions.....	2,099	1,630	2,093	2,129	2,165	2,219	2,219
Borrowings and leases	-	8,840	318	410	404	366	304
Other.....	-	3	-	-	-	-	-
Total non-current liabilities.....	2,099	10,473	2,411	2,539	2,569	2,585	2,523
TOTAL LIABILITIES	9,651	17,574	10,638	10,598	10,507	10,169	10,107
EQUITY							
Contributed equity.....	7,138	9,160	7,138	7,284	8,221	8,507	8,653
Accumulated surplus/(deficit).....	(2,778)	(2,742)	(1,370)	(1,128)	(886)	(644)	(644)
Other.....	-	200	-	200	400	700	700
Total equity	4,360	6,618	5,768	6,356	7,735	8,563	8,709
TOTAL LIABILITIES AND EQUITY	14,011	24,192	16,406	16,954	18,242	18,732	18,816

(a) Full audited financial statements are published in the Office'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	39,693	37,460	40,684	41,904	42,007	45,100	48,097
Capital appropriation	-	2,567	-	146	937	286	146
Holding account drawdowns	1,000	500	308	408	208	658	600
Other	-	-	-	305	-	-	-
Net cash provided by State Government	40,693	40,527	40,992	42,763	43,152	46,044	48,843
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(33,712)	(35,635)	(35,993)	(37,146)	(37,461)	(40,088)	(43,129)
Supplies and services	(2,763)	(1,171)	(2,145)	(1,303)	(1,310)	(1,347)	(1,503)
Accommodation	(3,705)	(967)	(4,307)	(4,254)	(3,949)	(4,182)	(3,973)
GST payments	(1,050)	(840)	(1,134)	(840)	(840)	(840)	(840)
Finance and interest costs	-	(361)	(9)	(13)	(19)	(21)	(19)
Other payments	(4,480)	(4,449)	(3,398)	(4,916)	(4,391)	(4,585)	(4,817)
Receipts ^(c)							
Grants and subsidies	5,300	5,300	5,308	5,600	5,300	5,300	5,300
GST receipts	1,050	834	843	834	834	834	834
Other receipts	155	50	294	50	50	50	50
Net cash from operating activities	(39,205)	(37,239)	(40,541)	(41,988)	(41,786)	(44,879)	(48,097)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(440)	(2,250)	(1,009)	(1,523)	(1,083)	(883)	(600)
Net cash from investing activities	(440)	(2,250)	(1,009)	(1,523)	(1,083)	(883)	(600)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(2,567)	(178)	(146)	(143)	(142)	(146)
Net cash from financing activities	-	(2,567)	(178)	(146)	(143)	(142)	(146)
NET INCREASE/(DECREASE) IN CASH HELD	1,048	(1,529)	(736)	(894)	140	140	-
Cash assets at the beginning of the reporting period	5,828	6,628	6,876	6,140	5,246	5,386	5,526
Cash assets at the end of the reporting period	6,876	5,099	6,140	5,246	5,386	5,526	5,526

(a) Full audited financial statements are published in the Office'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 Office. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION (a)

	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							
Contribution from the Confiscation Proceeds Account.....	5,300	5,300	5,308	5,600	5,300	5,300	5,300
GST Receipts							
GST Input Credits.....	1,037	832	834	832	832	832	832
GST Receipts on Sales	13	2	9	2	2	2	2
Other Receipts							
Employee Contributions to Employee Vehicle Scheme.....	-	50	-	50	50	50	50
Other Receipts.....	155	-	294	-	-	-	-
TOTAL	6,505	6,184	6,445	6,484	6,184	6,184	6,184

(a) The moneys received and retained are to be applied to the Office'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 32 **Corruption and Crime Commission**

Part 7 **Community Safety**

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 68 Net amount appropriated to deliver services.....	26,565	27,635	26,473	26,882	26,735	27,024	27,513
Amount Authorised by Other Statutes - Corruption and Crime Commission Act 2003.....	502	502	502	502	503	504	506
Total appropriations provided to deliver services	27,067	28,137	26,975	27,384	27,238	27,528	28,019
CAPITAL							
Item 132 Capital Appropriation ^(b)	-	958	241	243	246	249	213
TOTAL APPROPRIATIONS	27,067	29,095	27,216	27,627	27,484	27,777	28,232
EXPENSES							
Total Cost of Services	24,727	28,444	28,017	27,741	27,595	27,949	28,283
Net Cost of Services ^(c)	24,641	28,404	27,751	27,701	27,555	27,845	28,243
CASH ASSETS ^(d)	9,087	5,464	9,258	9,080	8,902	8,724	8,546

- (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 Commission'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
Streamlined Budget Process Incentive Funding	-	245	-	-	-

- (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. Legislation was passed in July 2018 to amend the *Criminal Property Confiscation Act 2000* and the *Corruption, Crime and Misconduct Act 2003* to grant the Commission powers to investigate, initiate and conduct civil confiscation proceedings relating to unexplained wealth. Since the legislation was proclaimed, the Commission has received referrals from various sources and commenced a number of investigations.
2. The appointment of the Hon John McKechnie QC as Commissioner of the Commission ceased on 28 April 2020. The Commission has only one Acting Commissioner, who maintains a private practice while meeting the considerable work demands of the Commission.

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
Strong Communities: Safe communities and supported families.	The integrity of the public sector continuously improves and the incidence of misconduct is reduced.	<ol style="list-style-type: none"> 1. Assessing All Allegations of Serious Misconduct Received 2. Investigating Allegations of Serious Misconduct

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. Assessing All Allegations of Serious Misconduct Received	3,624	6,426	4,137	4,586	4,452	4,574	4,647
2. Investigating Allegations of Serious Misconduct	21,103	22,018	23,880	23,155	23,143	23,375	23,636
Total Cost of Services.....	24,727	28,444	28,017	27,741	27,595	27,949	28,283

(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 integrity of the public sector continuously improves and the incidence of misconduct is reduced:					
Number of allegations received	5,036	4,500	5,743	5,000	1
Allegations as a percentage of people employed within public authorities under the Commission's jurisdiction	2.6%	2.3%	2.9%	2.6%	
Number of investigations	50	50	59	50	2
Number of reports published	45	40	43	40	

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

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

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual is higher than the 2019-20 Budget, largely due to the receipt of bulk notifications of allegations and the high-profile cases that the Commission has been involved with. The 2020-21 Budget Target has been updated to reflect the historical trend of allegations received.
2. The 2019-20 Actual is higher than the 2019-20 Budget due to an increase in the number of self-initiated serious misconduct investigations conducted under section 26 of the *Corruption Crime and Misconduct Act 2003*.

Services and Key Efficiency Indicators

1. Assessing All Allegations of Serious Misconduct Received

The Commission has responsibility for assessing all allegations of serious misconduct within the public sector and ensuring that they are appropriately dealt with either by the Commission or another public authority.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 3,624	\$'000 6,426	\$'000 4,137	\$'000 4,586	1
Less Income	9	7	7	5	
Net Cost of Service	3,615	6,419	4,130	4,581	
Employees (Full-Time Equivalents)	28	32	32	32	
Efficiency Indicators					
Percentage of assessments completed within 28 days	55%	80%	84%	80%	2
Average cost of assessment	\$1,028	\$1,428	\$720	\$917	3

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

Explanation of Significant Movements

(Notes)

1. The 2020-21 Budget Target is lower than the 2019-20 Budget due to the introduction of a revised costing model to more accurately calculate the cost of services and the decision to no longer treat Government Office Accommodation (GOA) leases in accordance with AASB 16: *Leases*, resulting in lower depreciation and interest expenses.
2. The 2018-19 Actual is lower than the 2019-20 Budget and 2019-20 Actual as a result of staff turnover within the assessment team during 2018-19.
3. The 2019-20 Actual and 2020-21 Budget Target is lower than the 2019-20 Budget due to an increase in the number of allegations received, and a revised costing model that more accurately calculates the cost of an assessment.

2. Investigating Allegations of Serious Misconduct

The Commission investigates matters which are serious and significant and where it believes it can have the most impact in improving the integrity of the public sector.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 21,103	\$'000 22,018	\$'000 23,880	\$'000 23,155	1
Less Income	77	33	259	35	2
Net Cost of Service	21,026	21,985	23,621	23,120	
Employees (Full-Time Equivalents)	86	93	89	93	
Efficiency Indicators					
Percentage of investigations completed within 12 months	79%	80%	83%	80%	3
Average (days) time to complete an investigation into serious misconduct....	309	350	246	350	

(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 2020-21 Budget Target is higher than the 2019-20 Budget due to the introduction of a revised costing model to more accurately calculate the cost of services.
2. The 2019-20 Actual is higher than the 2019-20 Budget largely due to additional one-off recoups and refunds received during the year.
3. The 2019-20 Actual is lower than the 2019-20 Budget and 2020-21 Budget Target due to the average days to complete an investigation varying depending on the complexity of the matter.

Asset Investment Program

1. The Commission's Asset Investment Program provides for the replacement of business systems and equipment across the Budget and forward estimates period.

	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							
Buildings and Operational Security - 2019-20 Program	-	93	93	-	-	-	-
Business Support Systems - 2019-20 Program	230	199	199	-	-	-	-
Information and Communications Technology (ICT) Systems - 2019-20 Program	75	-	-	-	-	-	-
Office Equipment and Replacement - 2019-20 Program	40	104	104	-	-	-	-
Operations Support Equipment - 2019-20 Program	955	516	516	-	-	-	-
NEW WORKS							
Buildings and Operational Security							
2020-21 Program	10	-	-	10	-	-	-
2021-22 Program	17	-	-	-	17	-	-
2022-23 Program	50	-	-	-	-	50	-
2023-24 Program	10	-	-	-	-	-	10
Business Support Systems							
2020-21 Program	185	-	-	185	-	-	-
2021-22 Program	150	-	-	-	150	-	-
2022-23 Program	50	-	-	-	-	50	-
2023-24 Program	225	-	-	-	-	-	225
ICT Systems							
2020-21 Program	620	-	-	620	-	-	-
2021-22 Program	655	-	-	-	655	-	-
2022-23 Program	245	-	-	-	-	245	-
2023-24 Program	240	-	-	-	-	-	240
Office Equipment and Replacement							
2020-21 Program	50	-	-	50	-	-	-
2021-22 Program	80	-	-	-	80	-	-
2022-23 Program	30	-	-	-	-	30	-
2023-24 Program	50	-	-	-	-	-	50
Operations Support Equipment							
2020-21 Program	435	-	-	435	-	-	-
2021-22 Program	398	-	-	-	398	-	-
2022-23 Program	925	-	-	-	-	925	-
2023-24 Program	775	-	-	-	-	-	775
Total Cost of Asset Investment Program	6,500	912	912	1,300	1,300	1,300	1,300
FUNDED BY							
Drawdowns from the Holding Account			1,300	1,300	1,300	1,300	1,300
Internal Funds and Balances			(388)	-	-	-	-
Total Funding			912	1,300	1,300	1,300	1,300

- (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.

Financial Statements

1. The 2019-20 Budget reflects the treatment of 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 in the Statement of Financial Position. GOA leasing arrangements are now expensed as incurred and reflected from the 2019-20 Actual onwards.

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)	16,164	19,217	18,493	18,789	18,883	19,107	19,338
Supplies and services	4,060	2,976	4,491	4,192	4,061	4,135	4,128
Accommodation	2,521	1,135	2,404	2,466	2,515	2,565	2,617
Depreciation and amortisation	1,296	3,497	1,708	1,433	1,398	1,397	1,446
Finance and interest costs	-	908	15	20	15	16	18
Other expenses	686	711	906	841	723	729	736
TOTAL COST OF SERVICES	24,727	28,444	28,017	27,741	27,595	27,949	28,283
Income							
Other revenue	86	40	266	40	40	104	40
Total Income	86	40	266	40	40	104	40
NET COST OF SERVICES	24,641	28,404	27,751	27,701	27,555	27,845	28,243
INCOME FROM STATE GOVERNMENT							
Service appropriations	27,067	28,137	26,975	27,384	27,238	27,528	28,019
Resources received free of charge	53	25	25	75	75	75	75
TOTAL INCOME FROM STATE GOVERNMENT	27,120	28,162	27,000	27,459	27,313	27,603	28,094
SURPLUS/(DEFICIENCY) FOR THE PERIOD	2,479	(242)	(751)	(242)	(242)	(242)	(149)

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 114, 121 and 125 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.....	8,892	5,174	8,998	8,755	8,512	8,269	8,026
Holding account receivables.....	1,700	1,700	1,300	1,300	1,300	1,300	1,300
Receivables.....	236	212	319	319	319	319	319
Other.....	728	976	935	794	726	661	567
Total current assets.....	11,556	8,062	11,552	11,168	10,857	10,549	10,212
NON-CURRENT ASSETS							
Holding account receivables.....	15,077	17,974	15,410	15,543	15,641	15,738	15,977
Property, plant and equipment.....	3,405	22,586	3,206	3,406	3,358	3,520	3,204
Receivables.....	143	141	145	145	145	145	145
Intangibles.....	165	318	223	408	483	408	748
Restricted cash.....	195	290	260	325	390	455	520
Total non-current assets.....	18,985	41,309	19,244	19,827	20,017	20,266	20,594
TOTAL ASSETS.....	30,541	49,371	30,796	30,995	30,874	30,815	30,806
CURRENT LIABILITIES							
Employee provisions.....	3,192	3,593	3,556	3,556	3,556	3,556	3,556
Payables.....	431	102	64	64	64	64	64
Borrowings and leases.....	-	915	274	241	245	244	91
Other.....	34	71	191	191	191	191	191
Total current liabilities.....	3,657	4,681	4,085	4,052	4,056	4,055	3,902
NON-CURRENT LIABILITIES							
Employee provisions.....	743	877	955	955	955	955	955
Borrowings and leases.....	-	18,577	126	357	228	163	243
Total non-current liabilities.....	743	19,454	1,081	1,312	1,183	1,118	1,198
TOTAL LIABILITIES.....	4,400	24,135	5,166	5,364	5,239	5,173	5,100
EQUITY							
Contributed equity.....	13,325	14,283	13,565	13,808	14,054	14,303	14,516
Accumulated surplus/(deficit).....	12,816	10,953	12,065	11,823	11,581	11,339	11,190
Total equity.....	26,141	25,236	25,630	25,631	25,635	25,642	25,706
TOTAL LIABILITIES AND EQUITY.....	30,541	49,371	30,796	30,995	30,874	30,815	30,806

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

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

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	24,869	24,640	25,742	25,951	25,840	26,131	26,480
Capital appropriation	-	958	241	243	246	249	213
Holding account drawdowns	3,300	1,700	1,300	1,300	1,300	1,300	1,300
Net cash provided by State Government	28,169	27,298	27,283	27,494	27,386	27,680	27,993
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(16,578)	(19,157)	(18,033)	(18,729)	(18,823)	(19,047)	(19,278)
Supplies and services	(3,477)	(2,976)	(4,743)	(4,184)	(4,053)	(4,127)	(4,120)
Accommodation	(2,511)	(1,129)	(2,431)	(2,466)	(2,515)	(2,565)	(2,617)
GST payments	(765)	(1,112)	(907)	(1,112)	(1,112)	(1,112)	(1,112)
Finance and interest costs	-	(908)	(15)	(20)	(15)	(16)	(18)
Other payments	(686)	(692)	(1,071)	(774)	(656)	(662)	(669)
Receipts							
GST receipts	763	1,116	873	1,116	1,116	1,116	1,116
Other receipts	59	40	382	40	40	104	40
Net cash from operating activities	(23,195)	(24,818)	(25,945)	(26,129)	(26,018)	(26,309)	(26,658)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(622)	(1,700)	(912)	(1,300)	(1,300)	(1,300)	(1,300)
Proceeds from sale of non-current assets	13	-	1	-	-	-	-
Net cash from investing activities	(609)	(1,700)	(911)	(1,300)	(1,300)	(1,300)	(1,300)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(958)	(256)	(243)	(246)	(249)	(213)
Net cash from financing activities	-	(958)	(256)	(243)	(246)	(249)	(213)
NET INCREASE/(DECREASE) IN CASH HELD	4,365	(178)	171	(178)	(178)	(178)	(178)
Cash assets at the beginning of the reporting period	5,822	5,642	9,087	9,258	9,080	8,902	8,724
Net cash transferred to/from other agencies	(1,100)	-	-	-	-	-	-
Cash assets at the end of the reporting period	9,087	5,464	9,258	9,080	8,902	8,724	8,546

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

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

Division 33 **Chemistry Centre (WA)**

Part 7 **Community Safety**

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 69 Net amount appropriated to deliver services.....	6,476	5,043	7,757	6,788	6,704	6,802	6,974
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	251	251	251	251	252	253	254
Total appropriations provided to deliver services	6,727	5,294	8,008	7,039	6,956	7,055	7,228
CAPITAL							
Item 133 Capital Appropriation	2,500	2,500	2,500	2,500	2,500	2,500	2,500
TOTAL APPROPRIATIONS	9,227	7,794	10,508	9,539	9,456	9,555	9,728
EXPENSES							
Total Cost of Services	27,979	28,797	29,997	28,678	29,001	29,488	29,921
Net Cost of Services ^(b)	9,182	7,588	8,944	8,232	8,339	8,639	8,841
CASH ASSETS ^(c)	2,129	2,288	3,964	4,349	4,331	4,284	4,559

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2020 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					
Additional Analytical Services for Western Australia Police Force	249	-	-	-	-
Ongoing Initiatives					
Cost and Demand Update	372	177	305	273	319
Depreciation Update.....	13	4	-	(47)	-
Voluntary Targeted Separation Scheme	131	-	-	-	-
Wages Policy.....	-	-	-	-	206

- (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

Mitigating Risks to the State

1. The Centre has a central role to mitigating risks in Western Australia associated with public health, justice, and sustainable industry. Significant improvements in capacity have been gained from strategic asset replacements over the past year. The Centre has also been assisting the State with services linked to the response to COVID-19 including:
 - 1.1. Rapid Water Analysis: the Centre has been assisting in the State's pandemic response including testing the water quality of repurposed hotels for use as temporary isolation accommodation;
 - 1.2. Rapid Toxicology Analysis: the Office of the State Coroner has significantly increased cases submitted to the Centre for rapid toxicology analysis, following the implementation of CT scanning and new triage processes; and
 - 1.3. Emergency Response (ER): ER staff are engaging with the inter-agency response to COVID-19 via the State Pandemic Coordination Centre coordinated by the Western Australia Police Force.

Supporting Sustainable Industry Through Research and Innovation (R&I)

2. Through high quality research undertaken in close collaboration with a range of private industry participants, the Centre's targeted R&I program aims to support the growth of established and emerging industries and support job creation in the State. Significant areas of research include:
 - 2.1. Agriculture and fishing: the Centre works with Western Australian primary industry partners to improve harvest utilisation, aquaculture outcomes, authentication, provenance and quality testing of primary goods, as well as Therapeutic Goods Administration accredited testing of medicinal cannabis to support hemp production, an emerging industry in Western Australia;
 - 2.2. Mining: the Centre is a foundation member of the Western Australian-based cooperative research centre, Future Battery Industries. The Centre's work includes the environmental assessment of lithium production, the development of a database of water quality of Western Australia's mine pit lakes to aid in mine closure planning, occupational and environmental health-related issues in mining; and
 - 2.3. Forensic Science: ensuring techniques are able to assist in policing novel psychoactive substances, contributing to national drug databases, increasing the robustness and reach of methods utilised in horse and dog racing, and maintaining a significant fibre database.

Managing and Growing Commercial Business

3. The Centre's primary commercial activity is the provision of high-quality chemical analysis to a variety of local, national and international businesses. The Centre's client base includes clients operating in expanding industries and long-term established businesses that rely on consistent service delivery for smooth operation, including custom analysis that cannot be provided by other local providers. This client base has increased slightly during the COVID-19 pandemic, with new clients citing the Centre's reliable and high quality accredited services.

Education and Collaboration

4. The Centre plays an important role in the State's commitment to increase participation in Science, Technology, Engineering and Mathematics (STEM) education by supporting educators in the secondary and tertiary sectors, including co-supervision of postgraduate students. The Centre is strongly committed to promoting a scientific workforce that is highly diverse and innovative and undertakes science outreach activities. The Centre's biennial Open Day in October 2019 was attended by more than 4,000 people, providing the community and students the opportunity to see the broad reach of science in our society, view science in action, tour high quality laboratories and meet leading scientists from the Centre and its collaborators. Further, the Centre continues to contribute scientific expertise in its collaborative work with several state, national and international bodies.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Strong Communities:	Quality scientific advice.	1. Commercial and Scientific Information and Advice
Safe communities and supported families.	Quality emergency response.	2. Emergency Response Management
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Quality research and development.	3. Research and 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. Commercial and Scientific Information and Advice.....	23,259	24,238	25,296	23,996	24,267	24,674	25,036
2. Emergency Response Management	1,998	2,078	1,989	2,084	2,107	2,143	2,174
3. Research and Development	2,722	2,481	2,712	2,598	2,627	2,671	2,711
Total Cost of Services.....	27,979	28,797	29,997	28,678	29,001	29,488	29,921

(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: Quality scientific advice:					
Client satisfaction	89%	80%	89%	85%	
Proficiency rating for the accredited services	91%	95%	94%	95%	
Outcome: Quality emergency response:					
Average mobilisation time for emergency response incidents	16 minutes	20 minutes	14 minutes	20 minutes	
Availability of emergency response workforce to meet agreed inter-agency requirements	100%	100%	100%	100%	
Outcome: Quality research and development:					
Client satisfaction	79%	80%	83%	80%	
Contribution to scientific forums	87	60	45	70	1

(a) Further detail in support of the Key Effectiveness Indicators is provided in the agency's Annual Report.

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

Explanation of Significant Movements

(Notes)

- 2019-20 Actual contributions were lower than the prior year and 2020-21 Budget Target primarily due to the cancellation or deferral of a number of research conferences and activities as a result of COVID-19 as well as a higher proportion of prior year projects reaching publication in 2018-19.

Services and Key Efficiency Indicators

1. Commercial and Scientific Information and Advice

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 23,259	\$'000 24,238	\$'000 25,296	\$'000 23,996	1
Less Income	17,552	18,479	18,016	17,240	2
Net Cost of Service	5,707	5,759	7,280	6,756	
Employees (Full-Time Equivalents)	102	102	103	100	
Efficiency Indicators					
Average cost of providing commercial scientific information and advice per applicable FTE	\$228,000	\$240,000	\$242,000	\$240,000	

(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.

Explanation of Significant Movements

(Notes)

1. The \$1 million increase in the 2019-20 Actual Total Cost of Service over the 2019-20 Budget is primarily attributable to a \$0.8 million drawdown from the Accommodation Sinking Fund (laboratory fitting replacements).
2. The decrease in the 2019-20 Actual in comparison to the 2019-20 Budget of \$0.5 million is primarily due to subdued activity levels, with some clients delaying work to later in the financial year than was budgeted.

2. Emergency Response Management

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 1,998	\$'000 2,078	\$'000 1,989	\$'000 2,084	
Less Income	nil	1,500	1,500	1,500	
Net Cost of Service	1,998	578	489	584	
Employees (Full-Time Equivalents)	8	7	7	7	
Efficiency Indicators					
Average cost to maintain an emergency response capability per Western Australian	\$0.76	\$0.80	\$0.75	\$0.80	

(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.

3. Research and Development

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 2,722	\$'000 2,481	\$'000 2,712	\$'000 2,598	
Less Income	1,245	1,230	1,537	1,706	1
Net Cost of Service	1,477	1,251	1,175	892	
Employees (Full-Time Equivalents)	7	6	7	7	
Efficiency Indicators					
Publications per research and development FTE	5.9	4	3	4.2	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 \$0.3 million increase in 2019-20 Actual over the 2019-20 Budget is attributable to higher research activity and the timing of major project milestone achievements during the year.
2. 2019-20 Actual results were lower than the prior year and 2020-21 Budget Target primarily due to the cancellation or deferral of a number of research conferences and activities as a result of COVID-19 as well as a higher proportion of projects reaching publication stage in their lifecycle in 2018-19.

Asset Investment Program

1. In 2020-21, the Asset Investment Program totals \$2.5 million, to be spent on the acquisition of replacement key scientific equipment to ensure that the Centre continues to provide high quality specialised services across Government and non-government clients. In addition, some capital is being invested to progress automation and innovation through the modernisation of the laboratory information management system.

	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							
Capital Equipment Replacement - 2019-20 Program	2,514	2,514	2,514	-	-	-	-
NEW WORKS							
Capital Equipment Replacement							
2020-21 Program	2,500	-	-	2,500	-	-	-
2021-22 Program	2,500	-	-	-	2,500	-	-
2022-23 Program	2,500	-	-	-	-	2,500	-
2023-24 Program	2,500	-	-	-	-	-	2,500
Total Cost of Asset Investment Program	12,514	2,514	2,514	2,500	2,500	2,500	2,500
FUNDED BY							
Capital Appropriation			2,500	2,500	2,500	2,500	2,500
Other			14	-	-	-	-
Total Funding			2,514	2,500	2,500	2,500	2,500

(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.

Financial Statements

Income Statement

Expenses

1. The 2020-21 Budget Estimate for Total Cost of Services of \$28.7 million is \$1.3 million lower than the 2019-20 Actual. The decrease is due to a number of one-off costs in 2019-20 such as the \$0.8 million Accommodation Sinking Fund drawdown and laboratory costs to service additional Western Australia Police Force roadside drug testing, coupled with general cost savings made across the organisation in 2020-21.
2. Subsequent to the 2019-20 Budget process, it was determined that Government Office Accommodation (GOA) inter-agency leasing arrangements are out of scope of AASB 16: *Leases*. This has resulted in significant variances between the 2019-20 Budget and 2019-20 Actual figures across the following line items: accommodation; depreciation and amortisation; finance and interest costs; property, plant and equipment; and borrowings and leases. The actual cost of the lease agreement to the Centre in 2019-20 remains unchanged from the 2019-20 Budget.

Income

3. The 2020-21 Budget Estimate for total income of \$20.5 million is \$0.6 million lower than the 2019-20 Actual. This is primarily due to \$500,000 in funding provided by the Western Australia Police Force in 2019-20 for services related to roadside drug testing. Negotiations are ongoing to continue the program in 2020-21.

Statement of Financial Position

4. Total assets are expected to increase by \$1.3 million between 2019-20 and 2020-21. The increase is primarily attributable to the replacement of key scientific equipment as outlined in the Asset Investment Program.

Statement of Cashflows

5. The cash balance is expected to increase by \$0.4 million between 2019-20 and 2020-21. This is primarily due to salary savings, efficiencies in consumables usage and lower research and development-related costs.

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)	15,081	15,116	15,358	14,906	15,117	15,275	15,433
Supplies and services	2,542	2,562	2,998	2,471	2,499	2,535	2,573
Accommodation	5,663	1,415	6,519	5,705	5,717	5,727	5,739
Depreciation and amortisation	1,443	5,180	1,708	2,033	2,065	2,270	2,435
Finance and interest costs	-	1,500	3	5	4	4	10
Other expenses	3,250	3,024	3,411	3,558	3,599	3,677	3,731
TOTAL COST OF SERVICES	27,979	28,797	29,997	28,678	29,001	29,488	29,921
Income							
Sale of goods and services	18,721	19,650	19,471	18,875	19,089	19,276	19,507
Grants and subsidies	-	1,500	1,500	1,500	1,500	1,500	1,500
Other revenue	76	59	59	71	73	73	73
Total Income	18,797	21,209	21,030	20,446	20,662	20,849	21,080
NET COST OF SERVICES	9,182	7,588	8,967	8,232	8,339	8,639	8,841
INCOME FROM STATE GOVERNMENT							
Service appropriations	6,727	5,294	8,008	7,039	6,956	7,055	7,228
Resources received free of charge	-	-	23	-	10	-	10
TOTAL INCOME FROM STATE GOVERNMENT	6,727	5,294	8,031	7,039	6,966	7,055	7,238
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(2,455)	(2,294)	(936)	(1,193)	(1,373)	(1,584)	(1,603)

(a) Full audited financial statements are published in the Centre'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 135, 137 and 135 respectively.

STATEMENT OF FINANCIAL POSITION ^(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
CURRENT ASSETS							
Cash assets.....	1,484	2,288	3,475	3,560	3,392	3,345	3,620
Restricted cash.....	645	-	489	789	939	939	939
Receivables.....	1,884	2,463	1,666	1,697	2,181	2,658	3,010
Other.....	302	258	182	182	182	282	292
Total current assets.....	4,315	5,009	5,812	6,228	6,694	7,224	7,861
NON-CURRENT ASSETS							
Property, plant and equipment.....	5,898	38,629	6,739	7,253	7,745	8,047	8,223
Intangibles.....	291	353	612	598	564	524	472
Other.....	3,853	4,260	3,443	3,838	4,236	4,635	5,034
Total non-current assets.....	10,042	43,242	10,794	11,689	12,545	13,206	13,729
TOTAL ASSETS	14,357	48,251	16,606	17,917	19,239	20,430	21,590
CURRENT LIABILITIES							
Employee provisions.....	2,459	2,450	2,579	2,579	2,579	2,579	2,579
Payables.....	374	855	578	527	527	527	527
Borrowings and leases.....	-	2,879	51	51	22	22	22
Other.....	1,432	1,237	1,282	1,282	1,432	1,632	1,782
Total current liabilities.....	4,265	7,421	4,490	4,439	4,560	4,760	4,910
NON-CURRENT LIABILITIES							
Employee provisions.....	1,259	1,083	1,477	1,477	1,477	1,477	1,477
Borrowings and leases.....	-	29,943	59	34	27	20	51
Other.....	-	-	36	36	36	36	36
Total non-current liabilities.....	1,259	31,026	1,572	1,547	1,540	1,533	1,564
TOTAL LIABILITIES	5,524	38,447	6,062	5,986	6,100	6,293	6,474
EQUITY							
Contributed equity.....	13,526	16,026	16,026	18,526	21,026	23,526	26,026
Accumulated surplus/(deficit) ^(c)	(4,693)	(6,222)	(5,482)	(6,595)	(7,887)	(9,389)	(10,910)
Total equity	8,833	9,804	10,544	11,931	13,139	14,137	15,116
TOTAL LIABILITIES AND EQUITY	14,357	48,251	16,606	17,917	19,239	20,430	21,590

(a) Full audited financial statements are published in the Centre'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 deferred tax expense arising from the Centre's deficit position.

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	6,727	5,294	8,008	7,039	6,956	7,055	7,228
Capital appropriation	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Net cash provided by State Government	9,227	7,794	10,508	9,539	9,456	9,555	9,728
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(14,842)	(15,038)	(14,838)	(14,826)	(15,036)	(15,252)	(15,410)
Supplies and services	(2,542)	(2,562)	(3,022)	(2,522)	(2,499)	(2,575)	(2,583)
Accommodation	(5,735)	(1,682)	(6,610)	(5,937)	(5,950)	(5,936)	(5,945)
GST payments	(1,833)	(1,942)	(2,132)	(1,987)	(1,991)	(2,015)	(2,207)
Finance and interest costs	-	(1,500)	(3)	(5)	(4)	(4)	(10)
Other payments	(3,450)	(3,034)	(3,270)	(3,661)	(3,641)	(3,806)	(3,714)
Receipts							
Grants and subsidies	-	1,500	1,500	1,500	1,500	1,500	1,500
Sale of goods and services	19,103	19,425	19,611	18,845	18,706	19,000	19,257
GST receipts	1,910	1,942	2,111	1,986	1,989	2,014	2,176
Other receipts	10	-	10	11	11	11	11
Net cash from operating activities	(7,379)	(2,891)	(6,643)	(6,596)	(6,915)	(7,063)	(6,925)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(2,505)	(2,500)	(2,514)	(2,500)	(2,500)	(2,500)	(2,500)
Net cash from investing activities	(2,505)	(2,500)	(2,514)	(2,500)	(2,500)	(2,500)	(2,500)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(2,880)	(64)	(58)	(59)	(39)	(28)
Net cash from financing activities	-	(2,880)	(64)	(58)	(59)	(39)	(28)
NET INCREASE/(DECREASE) IN CASH HELD	(657)	(477)	1,287	385	(18)	(47)	275
Cash assets at the beginning of the reporting period	2,786	2,765	2,129	3,964	4,349	4,331	4,284
Net cash transferred to/from other agencies	-	-	548	-	-	-	-
Cash assets at the end of the reporting period	2,129	2,288	3,964	4,349	4,331	4,284	4,559

(a) Full audited financial statements are published in the Centre'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 34 Office of the Inspector of Custodial Services

Part 7 Community Safety

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 70 Net amount appropriated to deliver services	3,343	3,295	3,267	3,275	3,322	3,350	3,415
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	247	247	247	247	249	250	251
Total appropriations provided to deliver services	3,590	3,542	3,514	3,522	3,571	3,600	3,666
CAPITAL							
Item 134 Capital Appropriation	-	227	227	227	236	244	219
TOTAL APPROPRIATIONS	3,590	3,769	3,741	3,749	3,807	3,844	3,885
EXPENSES							
Total Cost of Services	3,962	3,629	3,409	3,609	3,658	3,687	3,753
Net Cost of Services ^(b)	3,957	3,624	3,375	3,604	3,653	3,682	3,748
CASH ASSETS ^(c)	254	319	391	362	343	324	333

(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 Office'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	-	-	-	-	9

(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. Whilst responding to the challenges presented by the COVID-19 pandemic, the Office continued to meet its statutory inspection obligations, while ensuring the safety of staff, volunteers, and prison and detention centre staff and prisoners.
2. In December 2017, the Federal Government ratified the United Nations Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). OPCAT requires Australia to establish a National Preventative Mechanism (NPM), which will require a network of designated NPMs for each state and territory. We have been nominated as one of the two NPMs for Western Australia.

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
Strong Communities: Safe communities and supported families.	The Parliament, Minister and other stakeholders are informed on the performance of custodial services.	1. Inspection and Review of Custodial Services

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. Inspection and Review of Custodial Services.....	3,962	3,629	3,409	3,609	3,658	3,687	3,753
Total Cost of Services.....	3,962	3,629	3,409	3,609	3,658	3,687	3,753

(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 Parliament, Minister and other stakeholders are informed on the performance of custodial services:					
Number of recommendations made	102	100	57	100	1
Percentage of recommendations accepted	80%	80%	77%	80%	2

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

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

Explanation of Significant Movements

(Notes)

1. The number of recommendations in the 2019-20 Actual is below the 2019-20 Budget because the Office operates on a three-year inspection cycle for each prison, juvenile detention centre, court custody centre and prescribed lockup. The number of recommendations made may vary depending on which facilities are inspected in a given year and the complexity of each inspection.
2. The majority of the Office's recommendations were either supported, partially supported, or support existing initiatives. Only 13 of the 57 recommendations were not supported in the 2019-20 Actual.

Services and Key Efficiency Indicators

1. Inspection and Review of Custodial Services

Inspection of prisons, court custody centres, juvenile detention centres, coordination of the independent visitors' scheme and review of custodial services.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 3,962	\$'000 3,629	\$'000 3,409	\$'000 3,609	
Less Income	5	5	34	5	
Net Cost of Service	3,957	3,624	3,375	3,604	
Employees (Full-Time Equivalents)	18	18	16	18	
Efficiency Indicators					
Average cost per report	\$301,277	\$245,000	\$323,414	\$245,000	1
Average cost per independent visitors' scheme report	\$1,984	\$2,000	\$2,453	\$2,000	2
Average cost per liaison visit	\$10,026	\$10,000	\$8,706	\$10,000	3

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

Explanation of Significant Movements

(Notes)

1. The increase in the average cost per report in the 2019-20 Actual compared to the 2019-20 Budget was due to a one-off year where one less report was produced due to staff leave arrangements.
2. The increase in the average cost per independent visitors' scheme report in the 2019-20 Actual compared to the 2018-19 Budget is partly a result of COVID-19 and partly due to difficulties in attracting new independent visitors within some regional communities.
3. The decrease in the average cost per liaison visit in the 2019-20 Actual compared to the 2019-20 Budget is the result of additional liaison visits being performed.

Financial Statements

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)	2,767	2,452	2,338	2,465	2,465	2,493	2,524
Supplies and services	627	501	568	440	494	503	510
Accommodation ^(d)	320	83	342	86	88	89	89
Depreciation and amortisation ^(d)	1	242	1	244	244	243	243
Finance and interest costs	-	30	-	21	14	5	31
Other expenses	247	321	160	353	353	354	356
TOTAL COST OF SERVICES	3,962	3,629	3,409	3,609	3,658	3,687	3,753
Income							
Other revenue	5	5	34	5	5	5	5
Total Income	5	5	34	5	5	5	5
NET COST OF SERVICES	3,957	3,624	3,375	3,604	3,653	3,682	3,748
INCOME FROM STATE GOVERNMENT							
Service appropriations	3,590	3,542	3,514	3,522	3,571	3,600	3,666
Resources received free of charge	78	88	91	88	88	88	88
TOTAL INCOME FROM STATE GOVERNMENT	3,668	3,630	3,605	3,610	3,659	3,688	3,754
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(289)	6	230	6	6	6	6

(a) Full audited financial statements are published in the Office'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 18, 16 and 18 respectively.

(d) The 2019-20 Actual reflects an irregularity in the accounting treatment for accommodation leases.

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.....	232	297	391	362	343	324	333
Holding account receivables.....	-	-	-	-	1	1	2
Receivables.....	91	265	29	29	29	29	29
Other.....	31	67	27	27	27	27	27
Total current assets.....	354	629	447	418	400	381	391
NON-CURRENT ASSETS							
Holding account receivables.....	155	453	397	660	923	1,186	1,421
Property, plant and equipment.....	1	755	24	(220)	(441)	(684)	34
Restricted cash.....	22	22	-	-	-	-	-
Other.....	-	-	-	227	463	707	-
Total non-current assets.....	178	1,230	421	667	945	1,209	1,455
TOTAL ASSETS	532	1,859	868	1,085	1,345	1,590	1,846
CURRENT LIABILITIES							
Employee provisions.....	666	498	535	535	535	535	535
Payables.....	43	150	69	62	65	68	71
Borrowings and leases	-	-	9	8	9	7	9
Other.....	91	33	62	62	62	62	62
Total current liabilities.....	800	681	675	667	671	672	677
NON-CURRENT LIABILITIES							
Employee provisions.....	75	115	64	64	64	64	64
Borrowings and leases	-	741	15	7	21	15	41
Total non-current liabilities.....	75	856	79	71	85	79	105
TOTAL LIABILITIES	875	1,537	754	738	756	751	782
EQUITY							
Contributed equity.....	274	501	501	728	964	1,208	1,427
Accumulated surplus/(deficit).....	(617)	(179)	(387)	(381)	(375)	(369)	(363)
Total equity	(343)	322	114	347	589	839	1,064
TOTAL LIABILITIES AND EQUITY	532	1,859	868	1,085	1,345	1,590	1,846

(a) Full audited financial statements are published in the Office'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	3,590	3,272	3,272	3,259	3,307	3,337	3,430
Capital appropriation	-	227	227	227	236	244	219
Holding account drawdowns	26	-	-	-	-	-	-
Net cash provided by State Government	3,616	3,499	3,499	3,486	3,543	3,581	3,649
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(2,813)	(2,452)	(2,480)	(2,465)	(2,465)	(2,493)	(2,524)
Supplies and services	(428)	(409)	(568)	(358)	(402)	(411)	(418)
Accommodation	(316)	(83)	(342)	(86)	(88)	(89)	(89)
GST payments	(111)	(42)	-	(42)	(42)	(42)	(42)
Finance and interest costs	-	(30)	-	(21)	(14)	(5)	(31)
Other payments	(213)	(322)	(160)	(354)	(354)	(355)	(357)
Receipts							
GST receipts	120	42	2	42	42	42	42
Other receipts	5	5	186	5	5	5	5
Net cash from operating activities	(3,756)	(3,291)	(3,362)	(3,279)	(3,318)	(3,348)	(3,414)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(227)	-	(236)	(244)	(252)	(226)
Net cash from financing activities	-	(227)	-	(236)	(244)	(252)	(226)
NET INCREASE/(DECREASE) IN CASH HELD	(140)	(19)	137	(29)	(19)	(19)	9
Cash assets at the beginning of the reporting period	394	338	254	391	362	343	324
Cash assets at the end of the reporting period	254	319	391	362	343	324	333

(a) Full audited financial statements are published in the Office'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.

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
GST Receipts							
GST Receipts from Australian Taxation Office	120	42	2	42	42	42	42
Other Receipts							
Other Receipts	5	5	186	5	5	5	5
TOTAL	125	47	188	47	47	47	47

(a) The moneys received and retained are to be applied to the Office'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 35 Parliamentary Inspector of the Corruption and Crime Commission

Part 7 Community Safety

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 71 Net amount appropriated to deliver services.....	518	529	516	480	483	486	504
Amount Authorised by Other Statutes - Corruption and Crime Commission Act 2003.....	179	179	179	179	180	181	182
Total appropriations provided to deliver services	697	708	695	659	663	667	686
CAPITAL							
Capital Appropriation.....	-	84	-	-	-	-	-
TOTAL APPROPRIATIONS	697	792	695	659	663	667	686
EXPENSES							
Total Cost of Services	814	850	644	809	805	809	828
Net Cost of Services ^(b)	814	850	644	809	805	809	828
CASH ASSETS ^(c)	497	304	351	343	343	343	343

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

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

(c) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Streamlined Budget Process Incentive Funding.....	-	4	-	-	-

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

Significant Issues Impacting the Agency

1. The Parliamentary Inspector, the late Hon Michael Murray AM QC retired on 31 March 2020. The process of appointing a new Parliamentary Inspector is underway. Both the Hon John Chaney SC and Mr Matthew Howard SC remain as acting Parliamentary Inspectors as required.

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.	An informed Parliament on the integrity of the Corruption and Crime Commission.	1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations

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. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations.....	814	850	644	809	805	809	828
Total Cost of Services.....	814	850	644	809	805	809	828

(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 Parliament on the integrity of the Corruption and Crime Commission:					
Number of reports completed and tabled in Parliament within target timeframes.....	1	1	1	1	

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

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

Services and Key Efficiency Indicators

1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 814	\$'000 850	\$'000 644	\$'000 809	1
Less Income	nil	nil	nil	nil	
Net Cost of Service	814	850	644	809	
Employees (Full-Time Equivalents)	2	2	2	2	
Efficiency Indicators					
Average cost per investigation/case	\$8,997	\$9,520	\$10,005	\$8,668	2
Cost of audit function as a percentage of total cost of operations	37%	45%	13%	40%	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 Actual for the Total Cost of Service is lower than the 2019-20 Budget mainly due to the successive vacancies in the Office of the Parliamentary Inspector. The increase in the 2020-21 Budget Target from the 2019-20 Actual is mainly due to the planned appointment of a new Parliamentary Inspector.
2. The 2019-20 Actual for the average cost per investigation/case is higher than the 2020-21 Budget Target mainly due to the significantly lower cost of audit function as a percentage of total cost of operations caused by successive vacancies in the Office of the Parliamentary Inspector. As a consequence of these vacancies between October 2019 and March 2020, a record of apportionment of time allocated to audits was not fully maintained in accordance with the Office's standard practice. In addition, the audit for the January to March 2020 quarter was postponed until the following financial year thus contributing to the lower cost of audit function as a percentage of total costs in the 2019-20 Actual.

Financial Statements

Income Statement

1. The 2019-20 Actual for the Total Cost of Services is lower than the 2019-20 Budget mainly due to the successive vacancies in the Office of the Parliamentary Inspector. The increase in the 2020-21 Budget Estimate from the 2019-20 Actual is mainly due to the planned appointment of a new Parliamentary Inspector.

Statement of Financial Position

2. 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.
3. Leave liability balances have been paid out on the retirement of the Parliamentary Inspector and the resignation of the Assistant to the Parliamentary Inspector.

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)	477	455	326	455	457	460	464
Supplies and services	162	209	156	210	203	200	200
Accommodation	97	5	85	72	75	79	93
Depreciation and amortisation	32	129	32	32	32	32	32
Finance and interest costs	-	12	-	-	-	-	-
Other expenses	46	40	45	40	38	38	39
TOTAL COST OF SERVICES	814	850	644	809	805	809	828
NET COST OF SERVICES	814	850	644	809	805	809	828
INCOME FROM STATE GOVERNMENT							
Service appropriations	697	708	695	659	663	667	686
Resources received free of charge	147	142	140	142	142	142	142
TOTAL INCOME FROM STATE GOVERNMENT	844	850	835	801	805	809	828
SURPLUS/(DEFICIENCY) FOR THE PERIOD	30	-	191	(8)	-	-	-

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 2, 2 and 2 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.....	497	304	351	343	343	343	343
Receivables.....	3	5	2	2	2	2	2
Other.....	1	10	8	8	8	8	8
Total current assets.....	501	319	361	353	353	353	353
NON-CURRENT ASSETS							
Holding account receivables.....	227	356	259	291	323	355	387
Property, plant and equipment.....	190	448	158	126	94	62	30
Total non-current assets.....	417	804	417	417	417	417	417
TOTAL ASSETS	918	1,123	778	770	770	770	770
CURRENT LIABILITIES							
Employee provisions.....	387	220	-	-	-	-	-
Payables.....	18	17	74	74	74	74	74
Borrowings and leases	-	91	-	-	-	-	-
Total current liabilities.....	405	328	74	74	74	74	74
NON-CURRENT LIABILITIES							
Employee provisions.....	-	15	-	-	-	-	-
Borrowings and leases	-	212	-	-	-	-	-
Other.....	-	1	-	-	-	-	-
Total non-current liabilities.....	-	228	-	-	-	-	-
TOTAL LIABILITIES	405	556	74	74	74	74	74
EQUITY							
Contributed equity.....	160	244	160	160	160	160	160
Accumulated surplus/(deficit).....	353	323	544	536	536	536	536
Total equity	513	567	704	696	696	696	696
TOTAL LIABILITIES AND EQUITY	918	1,123	778	770	770	770	770

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

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

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	670	579	663	627	631	635	654
Capital appropriation	-	84	-	-	-	-	-
Net cash provided by State Government	670	663	663	627	631	635	654
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(410)	(502)	(654)	(455)	(457)	(460)	(464)
Supplies and services	(15)	(68)	(16)	(69)	(62)	(59)	(59)
Accommodation	(96)	(5)	(85)	(72)	(75)	(79)	(93)
GST payments	(16)	(16)	(14)	(16)	(16)	(16)	(16)
Finance and interest costs	-	(12)	-	-	-	-	-
Other payments	(51)	(39)	(56)	(39)	(37)	(37)	(38)
Receipts ^(c)							
GST receipts	18	16	16	16	16	16	16
Net cash from operating activities	(570)	(626)	(809)	(635)	(631)	(635)	(654)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(84)	-	-	-	-	-
Net cash from financing activities	-	(84)	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	100	(47)	(146)	(8)	-	-	-
Cash assets at the beginning of the reporting period	398	351	497	351	343	343	343
Net cash transferred to/from other agencies	(1)	-	-	-	-	-	-
Cash assets at the end of the reporting period	497	304	351	343	343	343	343

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

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

(c) 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 agency. 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
GST Receipts							
GST Input credits	18	16	16	16	16	16	16
TOTAL	18	16	16	16	16	16	16

(a) The moneys received and retained are to be applied to the agency'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.