

Part 8

Community Services

Introduction

The Community Services portfolio works with communities to support people with disabilities, vulnerable families, children and young people at risk and seniors. The portfolio particularly focuses on breaking disadvantage to improve lives and cultivating vibrant, inclusive communities through sport, culture and arts industries. ¹

Summary of Recurrent and Asset Investment Expenditure

Agency	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Communities		
– Total Cost of Services	3,304,866	3,213,008
– Asset Investment Program	113,050	487,304
Keystart Housing Scheme Trust		
– Asset Investment Program	299	550
Local Government, Sport and Cultural Industries		
– Total Cost of Services	326,530	366,877
– Asset Investment Program	113,774	56,007
Western Australian Sports Centre Trust		
– Total Cost of Services	238,859	212,108
– Asset Investment Program	15,738	26,897
Western Australian Institute of Sport		
– Asset Investment Program	196	143

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
Lotteries Commission – Asset Investment Program	2,222	7,108
Metropolitan Cemeteries Board – Asset Investment Program	5,558	4,320

(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 Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services	Communities	<ol style="list-style-type: none"> 1. Community Services 2. Homelessness Support Services 3. Earlier Intervention and Family Support Services 4. Preventing and Responding to Family and Domestic Violence 5. Child Protection Assessments and Investigations 6. Care Arrangements and Support Services for Children in the Chief Executive Officer's Care
Minister for Housing; Veterans Issues; Youth; Asian Engagement	Communities	<ol style="list-style-type: none"> 7. Rental Housing 8. Home Loans 9. Land and Housing Supply
Minister for Environment; Disability Services; Electoral Affairs	Communities	<ol style="list-style-type: none"> 10. Supporting People with Disability to Access Services and Participation in Their Community 11. Living Supports and Care for People with Disability
Minister for Housing; Veterans Issues; Youth; Asian Engagement	Keystart Housing Scheme Trust	n/a
Minister for Local Government; Heritage; Culture and the Arts	Local Government, Sport and Cultural Industries	<ol style="list-style-type: none"> 1. Regulation and Support of Local Government 2. Cultural and Arts Industry Support 3. Asset and Infrastructure Support Services to Client Agencies 6. Cultural Heritage Management and Conservation 7. Cultural Heritage Access and Community Engagement and Education 8. State Library Services 9. Public Library Services 10. Venue Management Services 11. Collections Management, Research and Conservation Services 12. Collections Effectively Documented and Digitised 13. Public Sites, Public Programs and Collections Accessed On-site 14. Online Access to Collections, Expertise and Programs 15. Museum Services to the Regions
Minister for Tourism; Racing and Gaming; Small Business; Defence Issues; Citizenship and Multicultural Interests	Local Government, Sport and Cultural Industries	<ol style="list-style-type: none"> 2. Cultural and Arts Industry Support 4. Regulation of the Gambling and Liquor Industries
Minister for Seniors and Ageing; Volunteering; Sport and Recreation	Local Government, Sport and Cultural Industries	<ol style="list-style-type: none"> 5. Sport and Recreation Industry Support
	Western Australian Sports Centre Trust	<ol style="list-style-type: none"> 1. Deliver Training and Competition Facilities for High Performance Sport 2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences
	Western Australian Institute of Sport	n/a
Premier; Minister for Public Sector Management; State Development, Jobs and Trade; Federal-State Relations	Lotteries Commission	n/a
Minister for Local Government; Heritage; Culture and the Arts	Metropolitan Cemeteries Board	n/a

Division 36 **Communities**

Part 8 **Community Services**

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 72 Net amount appropriated to deliver services.....	1,705,036	1,767,965	1,771,908	1,830,364	1,809,363	1,837,812	1,867,776
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	492	492	492	492	493	494	494
Total appropriations provided to deliver services	1,705,528	1,768,457	1,772,400	1,830,856	1,809,856	1,838,306	1,868,270
ADMINISTERED TRANSACTIONS							
Amount provided for Administered Grants, Subsidies and Other Transfer Payments ^(b)	300	300	300	-	-	-	-
CAPITAL							
Item 135 Capital Appropriation	2,106	36,352	25,580	182,129	176,020	21,613	8,988
TOTAL APPROPRIATIONS	1,707,934	1,805,109	1,798,280	2,012,985	1,985,876	1,859,919	1,877,258
EXPENSES							
Total Cost of Services	3,319,458	3,443,951	3,304,866	3,213,008	3,268,014	3,382,435	3,333,217
Net Cost of Services ^(c)	1,771,595	2,006,218	2,140,359	2,053,206	1,877,576	1,938,675	1,970,974
CASH ASSETS ^(d)	313,860	307,226	356,706	315,115	360,686	434,222	451,993

(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 administrative support to the Anzac Day Trust has been transferred to the Department of Jobs, Tourism, Science and Innovation with effect from 1 July 2020.

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Aboriginal Short Stay Accommodation (ASSA) Business Case					
Development.....	-	40	-	-	-
Children in Care Initiatives.....	-	4,404	306	-	-
Family and Domestic Violence (FDV) Initiatives.....	-	8,165	8,365	-	-
Financial Counselling.....	-	5,350	-	728	728
Homelessness Initiatives.....	(167)	1,881	1,913	-	-
Kimberley Family Violence Service.....	-	1,300	1,326	-	-
National Partnership on COVID-19 Domestic and Family Violence					
Responses.....	400	6,626	-	-	-
Seniors Support Initiatives.....	-	430	-	-	-
Serpentine Jarrahdale Returned and Services League.....	-	10	-	-	-
Social Housing Economic Recovery Package.....	-	82,993	2,993	-	-
Women's Safety Package.....	735	549	576	-	-
Youth Services Initiatives.....	259	-	-	-	-
Youth Supported Accommodation Assistance Program.....	458	470	-	-	-
New Initiatives					
Civil Litigation Claim Costs.....	5,096	333	-	-	-
Commitment to Aboriginal Youth Wellbeing - Empowered Youth Network.....	-	522	404	412	-
Housing and Homelessness Investment Package.....	117	9,626	6,929	7,133	7,343
Other COVID-19					
Extension to Service Agreements.....	-	18,804	-	-	-
State Emergency Response					
Incident Management Team.....	4,056	-	-	-	-
Other Emergency Welfare Support.....	3,671	-	-	-	-
State Welfare Incident Coordination Centre.....	-	4,880	-	-	-
Project Agreement for Family Law Information Sharing.....	296	301	305	-	-
Supplementation of Eligible Not-for-profit Sector Contracts.....	1,990	5,755	7,380	8,567	9,770
Ongoing Initiatives					
Aboriginal Community Connectors Program.....	-	6,758	-	-	-
Accommodation Services Provided to National Disability Insurance					
Scheme (NDIS) Participants.....	-	-	(25,289)	(24,675)	(23,968)
ASSA - Derby, Broome and Kalgoorlie.....	-	3,229	4,962	5,099	5,237
Child Protection Demand Growth.....	10,504	7,895	-	-	-
Disability Services Sector Transition Support.....	-	14,000	9,000	-	-
Election Commitment - Dalyellup Family Centre.....	(1,435)	400	285	260	295
FDV Peel Refuge.....	-	-	(216)	1,160	1,412
METRONET Social and Affordable Housing and Jobs Package.....	(16,141)	(31,928)	414	99,546	63,760
National Housing and Homelessness Agreement.....	1,298	(1,190)	(1,496)	(2,908)	1,271
National Rental Affordability Scheme.....	2,294	-	-	-	-
NDIS Contributions.....	(51,687)	-	-	-	-
NDIS Worker Screening.....	531	4,293	4,227	3,910	3,944
Remote Aboriginal Communities.....	(21,189)	49,528	56,432	46,188	48,573
State-administered Disability Services.....	-	22,682	88,400	75,841	73,233
Tranby Centre Northbridge - Extension of Opening Hours.....	500	-	-	-	-
Other					
2019-20 Services Expenditure Update.....	27,653	-	-	-	-
Computer Hardware.....	2,900	-	-	-	-
District Allowance.....	278	278	278	278	1,532
Housing Authority Outlook Update.....	(91,853)	(150,766)	(248)	77,163	49,682
Non-Government Human Services Sector Indexation Adjustment.....	(1,794)	(3,305)	(751)	464	2,078
RiskCover Insurance Premiums.....	3,619	5,366	-	-	-
Voluntary Targeted Separation Scheme.....	8,118	-	-	-	-

(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 impact of the COVID-19 pandemic on the wellbeing of Western Australians is still emerging, with increases in family and domestic violence (FDV) and unemployment being reported. As Western Australia moves into the recovery phase, vulnerable cohorts and welfare continue to be a focus.
2. As a lead agency under the State Emergency Management Plan and the State Hazard Plan for Human Biosecurity, the Department is responsible for the support function of welfare services. The Department's State Welfare Incident Coordination Centre is planning and preparing for potential future outbreaks and welfare emergencies, knowing that the full impact of the pandemic is unlikely to be felt for some time. Leveraging the collective capabilities of the government and community services sectors to identify and respond to the needs of Western Australia's most vulnerable cohorts is important to delivering innovative solutions to welfare issues. In 2020-21, the Department will develop a long-term strategic partnership framework with the community services sector that leverages on successes to date in responding to the COVID-19 pandemic.
3. The Western Australian and Commonwealth Governments remain steadfast in their commitment to ensuring people with disability, their families and carers have equitable access to health care during the pandemic, including accessible health and social care advice, and access to essential supports and services. The Western Australian Government continues to engage with the Commonwealth Government and WA Health to ensure the sustainability of disability services during the pandemic and assist the disability sector during this difficult period to address declining revenue and maintaining its essential workforce.
4. The Department is responsible for leading the State's social recovery from COVID-19 and is implementing a number of initiatives under the WA Recovery Plan. Effective social recovery is the foundation for enabling recovery in all aspects of the community and essential for future community sustainability. The Department is investing to limit the long-term harm and trauma resulting from the pandemic by emphasising practical support, earlier intervention and empowering vulnerable people.
5. As part of the WA Recovery Plan and guided by the Path to Safety: Western Australia's Strategy to Reduce FDV 2020-2030, the Department will deliver a comprehensive \$28.1 million support package for victims of FDV. These initiatives will respond to existing demand for FDV services, as well as to the additional demand which may occur as a result of the expiration or scaling back of supports and other impacts of the COVID-19 pandemic. The initiatives include:
 - 5.1. \$6.7 million over two years to strengthen FDV Response Teams through a partnership between the Department, the Western Australia Police Force and the community services sector, with an additional 17 full-time equivalents (FTEs) in up to 17 locations across the State;
 - 5.2. \$8.6 million over two years for mobile outreach workers for women's refuges, which will provide a pool of 23 mobile outreach workers in refuges across the State to provide support to women and children experiencing or at further risk of FDV;
 - 5.3. a further \$4 million for the expansion of the two women's refuges being built by the Western Australian Government in Peel and Kwinana, which will enable an additional six accommodation units to be built at each of the sites;
 - 5.4. \$2.6 million to extend the Kimberley Family Violence Service trial by two years;
 - 5.5. \$1.1 million over two years for counselling, advocacy and support services; and
 - 5.6. \$0.1 million for a program to support women who are residing at FDV refuges to gain employment skills, access career training or retraining and attend a range of workshops and short courses to support their pathways to employment.

6. The significant impact on seniors due to the COVID-19 pandemic has resulted in increased vulnerability of older people in Western Australia. There are concerns regarding increased rates of elder abuse due to the economic impacts of COVID-19, such as adult children moving back home with their parents and family members needing financial support. Through the WA Recovery Plan, \$430,000 will be spent on senior support initiatives that seek to reduce social isolation of older people due to the COVID-19 pandemic and build capacity in the sector in case of any further restrictions.
7. The COVID-19 pandemic has seen an increase in the demand for financial counselling services, which is expected to increase when emergency supports such as the Commonwealth Government's JobKeeper program and the moratorium on residential tenancy evictions end, and as the economic impacts of the COVID-19 pandemic are fully realised. The Department will invest more than \$6.8 million and work with the financial counselling sector to expand existing services and make funding available to improve the skills of new and existing financial counsellors to deal with increasingly complex client issues and provide expertise in small business debt.
8. The Department is responsible for delivering the Social Housing Economic Recovery Package (SHERP), which will aid the State's economic recovery from the COVID-19 pandemic, maintain and create jobs, boost industry confidence and encourage prospective homebuyers to build new homes. The three streams totalling \$319 million comprise:
 - 8.1. Stream 1: \$97 million to build or buy (off-the-plan) about 250 dwellings, to be used for either social or affordable housing, across both metropolitan Perth and regional areas over 2020-21 to 2022-23;
 - 8.2. Stream 2: \$142 million to deliver refurbishments to 1,500 existing public and supported residential houses and community housing organisation houses, including the costs to relocate tenants, over 2020-21 to 2021-22; and
 - 8.3. Stream 3: \$80 million for a targeted maintenance programs for 3,800 regional social housing properties, including remote Aboriginal communities' stock and subsidised housing for regional Government workers in 2020-21.
9. Delivering the SHERP will support an estimated 1,700 jobs over two years. The increased pipeline of work will help ensure continued employment for builders, suppliers and tradespeople. Workers in regional Western Australia will benefit from this economic stimulus with the creation of 780 jobs in regional towns.
10. The Department recognises that the COVID-19 pandemic has had a profound impact on the most vulnerable in our community and therefore anticipates that a majority of the new housing delivered through the SHERP will be made available to people on the State's social housing priority waitlist. Where possible, property refurbishments will improve liveability, sustainability and appropriateness for resident or tenant needs.
11. Combined with the Department's core social housing build program, the METRONET Social and Affordable Housing and Jobs Package and the Housing and Homelessness Investment Package, it will construct 831 new social housing dwellings over the period 2020-21 to 2023-24, 75% of which will be allocated to people on the priority waiting list. New social housing stock will embrace sustainable outcomes and be built to a minimum Silver Liveable Homes Standard, to provide greater accessibility for those living with disability and seniors.
12. Aboriginal Short Stay Accommodation (ASSA) facilities provide safe and suitable short-term accommodation for Aboriginal people who are travelling from remote communities to regional centres to access services. Under the WA Recovery Plan, the Department has been allocated \$38 million to build facilities in Geraldton and Kununurra. The construction phase of the two developments is expected to generate some \$78 million in economic activity for the region and support approximately 200 construction jobs.

Other Significant Issues

13. The Department has leveraged its partnerships to strengthen the State's focus on homelessness and improve outcomes for vulnerable Western Australians. The Government launched All Paths Lead to a Home: Western Australia's 10 Year Strategy on Homelessness 2020-2030 in December 2019, investing a total of \$71.8 million, to increase funding for homelessness services. This investment includes \$35 million for the development of 'Common Ground' facilities to house and support people who are sleeping rough or experiencing chronic homelessness, and \$34.5 million for the Housing First Homelessness Initiative to extend successful housing-first collective impact approaches to new locations across Western Australia including Perth, Rockingham, Mandurah, Bunbury and Geraldton.

14. Over the past year, the total number of children in care has increased from 5,379 to 5,498 (2.2%). This is the lowest annual percentage growth since 1998. Aboriginal children comprise only 7% of the Western Australian youth population yet represented 56% of the children in the care of the Chief Executive Officer on 30 June 2020. The number of Aboriginal children in care increased from 2,942 to 3,082 (4.8%). This increase is the lowest percentage increase in growth since 2004. The Department is driving this downward trend by focusing on earlier intervention through the Building Safe and Strong Families: Earlier Intervention and Family Support Strategy, which is designed to deliver targeted and intensive support for at-risk families. In addition, in 2020-21, the Department will trial the Aboriginal Family-led Decision-making pilot to support improved collaboration with families at risk of child protection intervention. The two-year pilot will be led and co-designed by Aboriginal people in Western Australia, focusing on three cohorts in several metropolitan and/or regional areas.
15. In addition to the Western Australian Government's contribution of \$2.8 billion to the National Disability Insurance Scheme (NDIS) over the forward estimates (2021-22 to 2023-24), the Department is committed to maintaining the essential State-run disability services, particularly those that are outside the scope of the NDIS. The total expenditure on disability services, covering residual, transitional and the State's contribution, is \$4.3 billion (over four years from 2020-21) and includes:
 - 15.1. \$237.5 million that has been made available for residual and transitional costs to continue the delivery of disability services over the period 2021-22 to 2023-24. This funding will support the provision of direct services to people with disability and facilitate ongoing sector support and market development functions;
 - 15.2. \$22.7 million allocated for residual disability services in 2020-21 which includes: neurodevelopmental disability assessment services, regional intensive support coordination, voluntary out-of-home care, restrictive practice authorisation and advocacy; and
 - 15.3. a further \$23 million has been made available for the Government's Sector Transition Fund to safeguard the sustainability of the disability sector in Western Australia as it transitions to the NDIS environment over 2020-21 (\$14 million) and 2021-22 (\$9 million). This funding will be allocated to projects in phases following consultation with the sector.
16. The Children and Community Services Amendment Bill 2019, introduced into State Parliament on 18 November 2019, implements recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse and the 2017 *Statutory Review of the Children and Community Services Act 2004*. The amendments in the Bill strengthen the Act to better protect Western Australia's children from harm and improve outcomes for children in out-of-home care and will have an impact on how the Department undertakes its child protection services.
17. Since being established in 2017, the Department is concurrently implementing several ambitious reforms, with implications for the future structure of the organisation. The Department has continued to implement the lessons learnt from financial corruption identified in 2019 and the COVID-19 pandemic this year. Restoring and maintaining public trust in the Department remains a priority in 2020-21 and work will continue to tighten integrity and standards functions and strengthen transparency and accountability across the agency through the Agency Capability Program. The Department is supported by a large, passionate and dedicated workforce who have, throughout the uncertainty from these events, continued to provide professional services at a critical time for the needs of Western Australia's most at-risk community members.
18. On 25 November 2019, the Premier announced changes to improve public sector accountability and transparency, including the transfer of land development and related commercial functions from the Department to DevelopmentWA. Responsibility for social, community, crisis and remote housing and developing housing policy will remain with the Department. In March 2020, the reform program was paused amid the COVID-19 pandemic and resumed in July 2020. The Department is working with DevelopmentWA to ensure social and affordable housing outcomes continue to be integral to Government's land developments.
19. The Government has requested an independently chaired functional review be undertaken covering the Department's corporate, policy and contracting functions. Frontline services and positions are not within scope of this review. The functional review is aimed at improving the Department's efficiency and effectiveness following the 2017 Machinery of Government changes, ensuring that resources are prioritised to delivering frontline services to the community.
20. A key focus in 2020-21 will be progressing the Department's structural realignment, which was informed by internal and external reviews, as well as insights obtained during its response to the COVID-19 pandemic. The new structure will create a collaborative Department and focus on building its workforce's capabilities to deliver services in a more efficient way, reinforcing the primacy of service delivery and its new role in supporting the State's economic and social recovery.

21. An integral part of the new structure will be the establishment of three centres of excellence: Specialist Child Protection Unit, Office of Disability and the Housing and Homelessness Advisory Unit. Although slightly different in role and focus, each centre is intended to have appropriate embedded Aboriginal cultural expertise and lived experience relevant to each portfolio, set the strategic direction for each portfolio and improve stewardship of these systems.
22. The Department is developing an Aboriginal Cultural Capability Reform Program, driven by its commitment to engaging more effectively with Aboriginal people. The program will empower the workforce, carers and community sector organisations to partner with and work toward improved outcomes for Aboriginal people. This will be achieved by developing culturally competent staff who have a better understanding of Aboriginal culture and traditions, ensuring that culturally appropriate support is provided to Aboriginal people who access and engage services.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

Broad Government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's services and desired 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.	Access to quality services that enables active participation in the Western Australian community by individuals and families.	1. Community Services
	Families and individuals experiencing FDV, homelessness or other crises are assisted to build their capabilities and be safe.	2. Homelessness Support Services 3. Earlier Intervention and Family Support Services 4. Preventing and Responding to FDV
	Children and young people needing protection are safe from abuse and harm.	5. Child Protection Assessments and Investigations
	Children and young people in the Chief Executive Officer's (CEO's) care receive a high quality of care and have much improved life outcomes.	6. Care Arrangements and Support Services for Children in the CEO's Care
	Affordable housing options are available to eligible Western Australians.	7. Rental Housing 8. Home Loans 9. Land and Housing Supply
	Life is enhanced for people with disability in the Western Australian community.	10. Supporting People with Disability to Access Services and Participate in Their Community 11. Living Supports and Care for People with Disability

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. Community Services.....	138,926	145,240	137,355	170,879	162,244	149,517	148,913
2. Homelessness Support Services.....	53,612	53,015	56,462	67,169	55,887	56,874	47,853
3. Earlier Intervention and Family Support Services.....	84,395	84,733	88,793	96,190	91,571	87,965	90,138
4. Preventing and Responding to FDV	48,678	49,227	53,178	76,190	62,746	53,947	42,960
5. Child Protection Assessments and Investigations.....	87,003	84,547	91,657	91,454	95,395	100,880	103,987
6. Care Arrangements and Support Services for Children in the CEO's Care.....	406,233	401,281	466,023	429,585	429,509	452,039	467,961
7. Rental Housing	909,120	892,482	905,370	923,780	825,242	832,710	818,754
8. Home Loans	137,524	157,646	105,353	68,496	73,583	78,287	77,631
9. Land and Housing Supply ^(b)	193,508	247,977	173,244	249,603	402,705	486,792	414,115
10. Supporting People with Disability to Access Services and Participate in Their Community	287,458	194,608	165,228	119,655	59,310	54,097	54,458
11. Living Supports and Care for People with Disability.....	648,278	369,962	451,059	311,752	125,900	109,775	111,332
12. Contribution to the NDIS ^(c)	324,723	763,233	611,144	607,805	883,922	919,552	955,115
Total Cost of Services.....	3,319,458	3,443,951	3,304,866	3,213,008	3,268,014	3,382,435	3,333,217

- (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 Government Trading Enterprise (GTE) efficiency dividend previously reported as Service 13 has since been allocated to Land and Housing Supply. The GTE efficiency dividend reduced the 2019-20 Budget by \$16.4 million.
- (c) Cash payments to the National Disability Insurance Agency (NDIA), which operates the NDIS. Note that this reflects the Department's cash contributions only. The Department, and other State Departments, also provide in-kind contributions through existing services and programs.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Access to quality services that enables active participation in the Western Australian community by individuals and families:					
Percentage of assessed early childhood education and care services that met or exceeded national standards.....	62%	70%	78%	75%	1
The take-up rate of Seniors Card	95%	95%	97%	95%	
Proportion of Working with Children Cards issued within 30 days of lodgement where the applicant had no criminal record.....	99%	95%	98%	98%	
Proportion of decisions finalised within 60 days where the applicant for a Working with Children Card had a criminal record.....	97%	95%	96%	96%	
Outcome: Families and individuals experiencing FDV, homelessness or other crises are assisted to build their capabilities and be safe:					
Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period	82%	85%	85%	85%	
Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion.....	86%	90%	82%	90%	2
Percentage of departmental clients who were assessed and received a response as a result of an FDV incident and did not require another FDV-related response within 12 months.....	74%	80%	77%	80%	

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Children and young people needing protection are safe from abuse and harm:					
Improved safety - Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm	90%	95%	91%	95%	
Improved safety - Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated	94%	95%	93%	95%	
Outcome: Children and young people in the CEO's care receive a high quality of care and have much improved life outcomes:					
Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle	65%	80%	66%	80%	3
Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes.....	84%	90%	84%	90%	4
Outcome: Affordable housing options are available to eligible Western Australians:					
Responsiveness - total housing assistances provided relative to the public rental waiting list	1.23	1.23	1.15	1.03	5
Waiting times for accommodation - applicants housed:					
Average	95 weeks	120 weeks	94 weeks	95 weeks	6
Median	45 weeks	60 weeks	48 weeks	49 weeks	6
Outcome: Life is enhanced for people with disability in the Western Australian community:					
Proportion of quality evaluations which met national standards	88%	85%	n/a	n/a	7
Percentage of service users who achieved their individual plan outcomes	77%	78%	74%	74%	
Proportion of the population in need who received services	59%	69%	n/a	n/a	7
Proportion of service users who achieved community participation outcomes	74%	74%	72%	72%	

(a) Further detail in support of the key effectiveness indicators is provided in the Annual Reports of the Department of Communities, the Disability Services Commission and the Housing Authority.

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

Explanation of Significant Movements

(Notes)

1. The increase in the 2019-20 Actual compared to the 2019-20 Budget and the 2018-19 Actual is attributed to the Next Assessment Support and Advice (NASA) support visits initiative in 2019-20. The NASA initiative is a project the Department has rolled out to support education and care services' ability to highlight the quality of services when assessed against the National Quality Standards by the Education and Care Regulatory Unit. The 2020-21 Budget Target is expected to be influenced by service responses to the COVID-19 pandemic.
2. This indicator shows the extent to which internally delivered services were successful in preventing children from entering the care of the CEO. Since the implementation of the Building Safe and Strong Families: Earlier Intervention and Family Support Strategy in 2018, a number of funded community service organisations have been engaged to provide in-home support services for vulnerable families with children at risk of entering care. The engagement of these community service organisations has increased service capacity and enabled the Department to direct the in-house intervention services to families and children at the high end of the risk threshold, which affected the 2019-20 Actual.
3. The 2019-20 Actual is a minor improvement compared to the 2018-19 Actual and is below the 2019-20 Budget Target. This result is consistent with the latest available data about performance in other child protection jurisdictions nationally (64.3%), as reported in the Report on Government Services 2020. The Department will continue to set ambitious, achievable targets in this area and is working on increasing the number of culturally appropriate care arrangement options for Aboriginal children in care and proposed legislative amendments, including consultations, with Aboriginal Registered Organisations prior to arranging placement for Aboriginal children.

4. The 2019-20 Actual was consistent with the 2018-19 Actual, yet it remained below target. The Department is working on a range of options with regards to this indicator, including additional support to Senior Practice Development Officers to improve comprehensive care planning to be undertaken within required timeframes. The proposed amendments to the *Children and Community Services Act 2004* are also expected to improve performance against this indicator.
5. The 2019-20 Actual was less than both the 2019-20 Budget and 2018-19 Actual, which is mainly due to the lower number of bond assistance loans approved in 2019-20. The reduction in approved bond assistance loans reflects the reduction in public housing applicants, due to the increased affordability of private rental housing and other affordable housing options available in the first nine months of 2019-20, as well as an overall reduction in client movement in the second half of the year. The 2020-21 Budget Target is lower than the 2019-20 Actual due to higher demand on the public housing due to COVID-19. The rental market vacancy and turnover rate has reduced, directly impacting the volume and approval of bond assistance loans provided by the Department.
6. The 2019-20 Actual result of 94 weeks average wait and 48 weeks median wait is less than the 2019-20 Budget but in line with prior year average and median wait times. The Department originally forecast a return to long-term average wait times for 2019-20 but this was not realised, primarily as a result of increased availability of private rental housing in the first nine months of 2019-20.
7. Data for these indicators are collected from external disability service providers. Performance indicator data for 2019-20 was not collected from these organisations due to the impacts of the COVID-19 pandemic. In 2020-21, the majority of State-funded clients and services will have transitioned to the NDIS. For these reasons, the Department has been exempted from reporting on these indicators in 2019-20 and 2020-21.

Services and Key Efficiency Indicators

1. Community Services

Provision of community services across Western Australia: Working with Children checks to increase child safety, regulation and quality assurance of early education and care services, and delivery of benefits and concessions including Seniors Card and other support services.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 138,926	\$'000 145,240	\$'000 137,355	\$'000 170,879	1
Less Income	21,412	22,441	15,088	25,903	1
Net Cost of Service	117,514	122,799	122,267	144,976	
Employees (Full-Time Equivalents)	268	252	273	298	
Efficiency Indicators					
Average cost per licenced childcare service for regulation and support ^(b)	\$8,291	\$9,540	\$7,382	\$8,628	2
Average management cost per Seniors Card ^(c)	\$6.16	\$6.95	\$6.63	\$7.16	
Average cost per Working with Children Card application processed ^(d)	\$35	\$35	\$36	\$35	

(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 number of licenced childcare services for regulation and support for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 1,209, 1,246, 1,238 and 1,265 respectively.

(c) The number of Seniors Card applications for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 395,488, 394,017, 398,296 and 404,529 respectively.

(d) The number of Working with Children applications for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 136,772, 139,000, 132,053 and 142,000 respectively.

Explanation of Significant Movements

(Notes)

1. The movement between the 2019-20 Budget, the 2019-20 Actual and the 2020-21 Budget Target mostly reflects a reprofiling of income through the Regional Reform Fund to deliver the Essential and Municipal Services Upgrade Program in remote Aboriginal communities. The COVID-19 pandemic resulted in reduced access to remote communities in 2019-20, necessitating a reflow of grants into subsequent years. The 2020-21 Budget Target also includes additional expenditure for the State Welfare Incident Coordination Centre.
2. The 2019-20 Actual is less than the 2019-20 Budget and the 2020-21 Budget Target due to delays in the recruitment and training of assessors for the Early Childhood Regulation Unit.

2. Homelessness Support Services

A range of accommodation and related support services for individuals and families who are homeless or at risk of homelessness.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 53,612	\$'000 53,015	\$'000 56,462	\$'000 67,169	1
Less Income	28,060	25,430	25,310	26,172	
Net Cost of Service	25,552	27,585	31,152	40,997	
Employees (Full-Time Equivalents)	12	8	12	12	
Efficiency Indicators					
Average cost per homelessness support service client ^(b)	\$3,394	\$3,313	\$3,271	\$3,883	

(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 number of clients for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 15,795, 16,000, 17,261 and 17,300 respectively.

Explanation of Significant Movements

(Notes)

1. The increase in the 2019-20 Actual and the 2020-21 Budget Target compared to the 2019-20 Budget mainly reflects additional spending on homelessness services under the Housing and Homelessness Investment Package, supplementation for eligible service providers, and the extension of contracts to provide funding certainty to service providers during the COVID-19 pandemic.

3. Earlier Intervention and Family Support Services

Earlier and more intense services to divert children and young people from the child protection system and prevent them from needing to enter care.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 84,395	\$'000 84,733	\$'000 88,793	\$'000 96,190	
Less Income	49	280	806	151	
Net Cost of Service	84,346	84,453	87,987	96,039	
Employees (Full-Time Equivalents)	331	277	348	363	
Efficiency Indicators					
Average cost per earlier intervention and family support case ^(b)	\$6,753	\$6,572	\$7,051	\$7,356	

(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 number of cases for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 12,670, 13,059, 12,727 and 13,200 respectively.

4. Preventing and Responding to FDV

A range of services to people experiencing, or at risk of, FDV, including the provision of crisis accommodation, counselling and community-based response teams that provide coordinated agency responses to FDV incidents.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 48,678	\$'000 49,227	\$'000 53,178	\$'000 76,190	1
Less Income	22,077	19,497	23,809	23,638	2
Net Cost of Service	26,601	29,730	29,369	52,552	
Employees (Full-Time Equivalents)	42	29	42	42	
Efficiency Indicators					
Average cost per FDV case ^(b)	\$3,043	\$3,116	\$3,387	\$4,980	3

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

(b) The number of cases for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 15,996, 15,800, 15,702 and 15,300 respectively.

Explanation of Significant Movements

(Notes)

1. The increases in the 2019-20 Actual and the 2020-21 Budget Target compared to the 2019-20 Budget reflects the additional spending on FDV initiatives funded through the WA Recovery Plan.
2. The increase in the 2019-20 Actual and the 2020-21 Budget Target compared to the 2019-20 Budget is due to the additional Commonwealth funding through the National Partnership on COVID-19 Domestic and Family Violence Responses.
3. The increase in the average cost per FDV case in the 2019-20 Actual compared to the 2018-19 Actual is due to additional funding received in 2019-20 for FDV services for the Women's Safety Program and the Keeping Women Safe in Their Homes Service. The increase in the 2020-21 Budget Target is due to the additional Commonwealth funding through the National Partnership on COVID-19 Domestic and Family Violence Responses.

5. Child Protection Assessments and Investigations

Assessing concerns reported to the Department about the wellbeing of children and young people and responding appropriately, including child protection assessments, investigations and making applications for court orders.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 87,003	\$'000 84,547	\$'000 91,657	\$'000 91,454	
Less Income	82	473	1,447	517	1
Net Cost of Service	86,921	84,074	90,210	90,937	
Employees (Full-Time Equivalents)	485	518	518	562	
Efficiency Indicators					
Average cost per child involved in child protection cases ^(b)	\$4,470	\$4,320	\$4,846	\$4,640	2

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

(b) The number of cases for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target are 19,846, 20,000, 19,202 and 20,000 respectively.

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual is higher than the 2019-20 Budget due to additional Commonwealth funding received through the Project Agreement for Family Law Information Sharing, and service delivery arrangements for the provision of services to the Indian Ocean Territories.
2. The increase in the average cost per child involved in child protection cases in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to additional staffing and legal costs required to meet demand for child protection services, the impact of an accounting standard change relating to leased assets and increased expenditure on the Child Sexual Abuse Therapeutic Service.

6. Care Arrangements and Support Services for Children in the CEO's Care

Provision of safe and stable care arrangements and other support services for the safety, support and wellbeing of children and young people in the care of the CEO.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 406,233	\$'000 401,281	\$'000 466,023	\$'000 429,585	1
Less Income	255	1,038	3,211	1,150	
Net Cost of Service	405,978	400,243	462,812	428,435	
Employees (Full-Time Equivalents)	1,449	1,424	1,537	1,590	
Efficiency Indicators					
Average cost per day of a foster care arrangement ^(b)	\$131	\$127	\$138	\$127	
Average cost per day of a residential-based care arrangement ^(c)	\$1,568	\$1,715	\$1,807	\$1,775	2
Average cost per day of an exceptionally complex needs care arrangement ^(d)	\$1,604	\$1,496	\$1,947	\$1,499	3
Average cost per day of a secure care arrangement ^(e)	\$4,184	\$5,006	\$5,682	\$5,213	4
Average cost per day to plan for and support a child in the CEO's care ^(f)	\$57	\$55	\$67	\$57	5

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

(b) The number of days of foster care arrangements for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 1,630,409, 1,650,000, 1,705,544 and 1,750,000 respectively.

(c) The number of days of residential-based care arrangements for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 34,740, 34,500, 34,631 and 35,000 respectively.

(d) The number of days of exceptionally complex needs care arrangements for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 9,426, 9,500, 9,327 and 9,500 respectively.

(e) The number of days of secure care arrangements for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 1,375, 1,300, 1,077 and 1,300 respectively.

(f) The total number of days in the CEO's care for the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target is 1,898,858, 1,900,000, 1,986,754 and 2,050,000 respectively.

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual was higher than the 2019-20 Budget primarily as a result of increased demand for child protection services, increased funding and expenditure to meet costs associated with civil litigation claims for historic child sexual abuse, and cost pressures relating to the Department's response to the COVID-19 pandemic.
2. The increase in the average cost per day of a residential-based care arrangement in the 2019-20 Actual compared to the 2018-19 Actual is mainly due to increased staffing required to care for young people who were living in residential-based care, resulting from the impact of the COVID-19 pandemic.
3. The increase in the average cost per day of an exceptionally complex needs care arrangement in the 2019-20 Actual compared to the 2019-20 Budget is due to higher than anticipated costs being incurred for the provision of these specialised care arrangements, attributable to the Transitional High Needs Program. It reflects an increase in the number of young people with complex needs who were not able to be placed safely in existing care arrangements, driving increased costs for interim arrangements while longer-term options were developed.
4. The increase in the average cost per day of a secure care arrangement in the 2019-20 Actual compared to the 2019-20 Budget is primarily due to the reduced availability of the secure care centre as it operated at a reduced capacity in 2019-20 due to the implementation of travel restrictions in response to the COVID-19 pandemic, whilst still incurring unavoidable fixed costs.
5. The increase in the average cost per day to plan for and support a child in the CEO's care in the 2019-20 Actual compared to the 2019-20 Budget is largely due to additional child support teams who work closely with children in care, their families and carers, along with increased special support payments for children in care to cater for their specific needs.

7. Rental Housing

Provision of housing to eligible Western Australians through public housing, community housing managed properties, rental housing for key workers in regional Western Australia, Government Regional Officer Housing (GROH) and properties for remote Aboriginal communities.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 909,120	\$'000 892,482	\$'000 905,370	\$'000 923,780	
Less Income	774,439	529,863	495,563	515,228	
Net Cost of Service	134,681	362,619	409,807	408,552	
Employees (Full-Time Equivalents)	1,514	1,350	1,540	1,561	
Efficiency Indicators					
Average operating cost per public rental property	\$15,513	\$14,550	\$16,892	\$17,070	1
Average operating cost per GROH rental property	\$24,735	\$14,929	\$13,985	\$15,227	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 is higher than the 2019-20 Budget and the 2018-19 Actual mainly due to increased maintenance expenditure arising from higher tenant demand for day-to-day maintenance and increased costs for vacated properties to ensure properties are in a lettable standard.
2. The 2019-20 Actual is less than the 2018-19 Actual mainly due a change in the accounting standards in 2019-20 for AASB 16. In 2018-19, all rental expenses associated with GROH properties were recognised as rental expenses. From 2019-20, the new accounting standard recognises GROH-leased properties as capitalised assets and liabilities rather than rental expenses.

8. Home Loans

Enabling the financing of home ownership for eligible applicants.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 137,524	\$'000 157,646	\$'000 105,353	\$'000 68,946	1
Less Income	184,646	200,834	150,113	179,613	2
Net Cost of Service	(47,122)	(43,188)	(44,760)	(110,667)	
Employees (Full-Time Equivalents)	28	18	28	28	
Efficiency Indicators					
Average operating cost per current loan account ^(b)	\$3,083	\$2,501	\$4,103	\$2,888	3

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

(b) This key efficiency indicator includes consolidated Keystart and Housing Authority costs.

Explanation of Significant Movements

(Notes)

1. The decrease from the 2019-20 Budget to the 2019-20 Actual and the 2020-21 Budget Target mostly represents decreased interest rate payments, plus the Department's retention of the Loan Guarantee Fee (LGF) levied upon Keystart's borrowings. Prior to 2019-20, the Department remitted the LGF to the Western Australian Treasury Corporation.
2. The decrease from the 2019-20 Budget to the 2019-20 Actual and the 2020-21 Budget Target mostly reflects changes in underlying economic parameters, primarily downward revisions to interest rates and increased credit losses.
3. The increase in the average operating cost per current loan account in the 2019-20 Actual compared to the 2019-20 Budget and the 2018-19 Actual is mainly due to increases in credit loss expenses on financial assets, reflecting customers impacted by COVID-19 in combination with a general increased loss expectation throughout the portfolio as a result of a deterioration in the macro-economic environment.

9. Land and Housing Supply

Development of land for housing and the provision of housing for sale to the Western Australian housing market.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service ^(b)	\$'000 193,508	\$'000 247,977	\$'000 173,244	\$'000 249,603	1
Less Income	201,252	332,152	169,654	274,384	1
Net Cost of Service	(7,744)	(84,175)	3,590	(24,781)	
Employees (Full-Time Equivalents)	124	101	124	124	
Efficiency Indicators					
Average operating cost per lot developed ^(c)	\$46,645	\$22,746	\$35,109	\$26,325	2
Average operating cost per property sold ^(d)	\$35,916	\$26,647	\$35,848	\$25,929	3

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

(b) The GTE efficiency dividend has been allocated to this service. The GTE efficiency dividend reduced the 2019-20 Budget by \$16.4 million.

(c) The number of lots developed for the 2018-19 Actual, 2019-20 Budget, and 2019-20 Actual is 702, 1,422, and 847 respectively.

(d) The number of lots sold for the 2018-19 Actual, 2019-20 Budget, and 2019-20 Actual is 328, 417, and 283 respectively.

Explanation of Significant Movements

(Notes)

1. The income and expenses in the 2019-20 Actual are lower than the 2019-20 Budget due to continuing soft market conditions, exacerbated by the COVID-19 pandemic. Fewer lots were developed or sold than originally forecast, resulting in reduced sales income and reduced cost of goods sold. Income and expenses are forecast to increase in 2020-21 as a result of economic stimulus measures, including the State's SHERP.
2. The variances between the 2018-19 Actual, the 2019-20 Budget and the 2019-20 Actual are largely attributable to an expected increase in the number of lots to be developed in 2019-20, that did not emerge largely due to the downturn in the property market with underlying operating costs remaining static.
3. The variances between the 2018-19 Actual, the 2019-20 Budget and the 2019-20 Actual are largely attributable to an expected increase in the number of properties to be sold, that did not emerge mainly due to the downturn in the property market with underlying operating costs remaining static.

10. Supporting People with Disability to Access Services and Participate in Their Community

This service area assists people with disability to identify their personal goals and have choice and control in decision-making through a planning process and provides them with opportunities to develop their potential for full social independence through the use of supports and assistive technology.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	287,458	194,608	165,228	119,655	1
Less Income	92,762	103,992	69,172	11,417	1
Net Cost of Service	194,696	90,616	96,057	108,236	
Employees (Full-Time Equivalents)	487	508	234	162	2
Efficiency Indicators					
Proportion of individual plans commenced within the required timeframe	86%	75%	86%	86%	3
Average cost per service activity for community participation for people with disability	\$11,743	\$7,213	n/a	n/a	4

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

Explanation of Significant Movements

(Notes)

1. These costs exclude payments made to the NDIA. The movement between the 2018-19 Actual, the 2019-20 Budget, the 2019-20 Actual and the 2020-21 Budget Target is due to the impact of the transition of State clients to the Commonwealth-administered NDIS. State expenditure on disability services is directly influenced by the NDIS transition (which itself is dependent on a number of factors, including eligibility assessment and NDIA capacity) and this is reflected in the estimated variances for the Total Cost of Service, Income, FTEs and Efficiency Indicators.
2. The variances between the 2018-19 Actual, the 2019-20 Budget, the 2019-20 Actual and the 2020-21 Budget Target reflect the impact of the transition to the Commonwealth-administered NDIS. The number of FTEs is directly influenced by the intake of State-supported individuals to the Commonwealth-administered NDIS over the transition period.
3. The 2019-20 Budget is lower than the 2018-19 Actual and the 2019-20 Actual due to an expectation that the NDIS transition would negatively affect plan timeliness. Continued focus on continuity of services during the transition has resulted in continued high levels of timeliness for plan delivery which is expected to continue in 2020-21.
4. The forecast decrease in the average cost per service activity for community participation for people with disability in the 2019-20 Budget reflects the continual transition of clients and their associated services and supports to the NDIS. The transfer of the budget for this service is not directly proportional to the transition of service users. Data for this indicator is collected from external disability service providers. Performance indicator data for 2019-20 was not collected from these organisations due to the impacts of the COVID-19 pandemic. In 2020-21, the majority of State-funded clients and services will have transitioned to the NDIS. For these reasons, the Department has been exempted from reporting on this indicator in 2019-20 and 2020-21.

11. Living Supports and Care for People with Disability

These services include a range of supported accommodation and community services that enable people with disability to live as independently as possible in their community with the support of general and specialised support and services.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 648,278	\$'000 369,962	\$'000 451,059	\$'000 311,752	1
Less Income	222,829	201,733	210,334	101,629	1
Net Cost of Service	425,449	168,229	240,725	210,123	
Employees (Full-Time Equivalents)	824	856	823	731	2
Efficiency Indicators					
Average cost per service activity for community living support for people with disability	\$144,046	\$112,575	n/a	n/a	3
Average cost per service activity for independent living support for people with disability	\$30,542	\$20,057	n/a	n/a	3
Average cost per service activity for therapy and specialised care for people with disability	\$7,333	\$5,145	n/a	n/a	3
Average cost per service activity for residential services for people with disability	\$290,095	\$179,770	n/a	n/a	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)

- These costs exclude payments made to the NDIA. The movement between the 2018-19 Actual, the 2019-20 Budget, the 2019-20 Actual and the 2020-21 Budget Target is due to the impact of the transition of State clients to the Commonwealth-administered NDIS. State expenditure on disability services is directly influenced by the NDIS transition (which itself is dependent on a number of factors, including eligibility assessment and NDIA capacity) and this is reflected in the estimated variances for the Total Cost of Service, Income, FTEs and Efficiency Indicators.
- The variances between the 2018-19 Actual, 2019-20 Budget, 2019-20 Actual and 2020-21 Budget Target reflect the impact of the transition to the Commonwealth-administered NDIS. The number of FTEs is directly influenced by the intake of State-supported individuals to the Commonwealth-administered NDIS over the transition period.
- The variances between the 2018-19 Actual and the 2019-20 Budget reflect the continuing transition of clients and their associated services and supports to the NDIS. The transfer of the budget for this service is not directly proportional to the transition of service users. Data for these indicators are collected from external disability service providers. Performance indicator data for 2019-20 was not collected from these organisations due to the impacts of the COVID-19 pandemic. In 2020-21, the majority of State-funded clients and services will have transitioned to the NDIS. For these reasons, the Department has been exempted from reporting on these indicators in 2019-20 and 2020-21.

Asset Investment Program

1. The Department's Asset Investment Program (AIP) for 2020-21 is approximately \$487.3 million, or \$1.8 billion from 2019-20 to 2023-24. Significant programs include:
 - 1.1. \$183.2 million for the Housing and Homelessness Investment Package that will deliver 300 new builds, Common Ground facilities, facilitate the refurbishment of existing social housing dwellings and deliver investment into 200 shared equity dwellings; and
 - 1.2. \$289.2 million for the acquisition of suitable land to meet supply for current and future housing programs, and to maintain a stream of affordable land supply for homebuyers.

WA Recovery Plan

2. The Department's AIP includes \$274.7 million of new works, for the following WA Recovery Plan initiatives:
 - 2.1. \$232.7 million for the SHERP that will deliver an additional 250 new dwellings and refurbish 1,500 existing dwellings;
 - 2.2. \$38 million for the Aboriginal Short Stay Accommodation facilities in Geraldton and Kununurra; and
 - 2.3. \$4 million to expand the Peel and Kwinana FDV Women's Refuges.

	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							
Broome ASSA Facility	18,695	18,693	27	2	-	-	-
Broome Move to Town Program.....	12,587	11,228	89	1,359	-	-	-
Disability Services Social Housing Program.....	26,124	19,437	888	2,533	2,388	1,766	-
East Kimberley Transitional Housing Project - North West Aboriginal Housing Fund (NWAHF) ^(b)	32,306	16,678	8,804	14,449	951	-	-
Election Commitments							
FDV Refuges ^(b)	5,379	2,368	2,316	2,803	-	-	-
METRONET Social and Affordable Housing and Jobs Package	44,347	9,649	7,116	21,136	13,036	526	-
Housing and Homelessness Investment Package - New Builds	125,080	32	32	77,243	47,805	-	-
Mental Health Care Units ^(b)	2,950	565	565	2,348	-	-	-
Reconfiguration of Spinal Cord Injury Project ^(b)	6,825	898	854	5,490	-	-	-
Step Up/Step Down Mental Health Facilities							
Broome	8,830	1,440	-	3,345	3,345	700	-
Bunbury ^(b)	3,910	3,810	2,743	-	-	-	-
Geraldton ^(b)	5,565	241	225	5,320	-	-	-
Kalgoorlie ^(b)	6,639	1,512	1,236	5,025	-	-	-
Karratha ^(b)	6,802	293	93	6,489	-	-	-
West Pilbara Plan - Roebourne Refurbishments	3,086	2,800	6	286	-	-	-
COMPLETED WORKS							
Computer Hardware and Software Program	1,699	1,699	1,699	-	-	-	-
Construction and Purchase							
GROH Program	9,037	9,037	9,037	-	-	-	-
House Program	3,414	3,414	3,414	-	-	-	-
Crisis Accommodation Program	378	378	378	-	-	-	-
Disability Justice Project	1,042	1,042	1,042	-	-	-	-
Land							
Acquisition Program	17,255	17,255	17,255	-	-	-	-
Development Program	37,334	37,334	37,334	-	-	-	-
Estate Improvement Land Redevelopment Program	1,226	1,226	1,226	-	-	-	-
Holding Costs Program	42	42	42	-	-	-	-
Redevelopment Program	7,004	7,004	7,004	-	-	-	-
Loan to Homebuyers							
Affordable Housing Shared Equity Program	4,498	4,498	4,498	-	-	-	-
Goodstart Shared Equity Program	4,200	4,200	4,200	-	-	-	-
Minor Works Program	508	508	508	-	-	-	-
Mirrabooka Office Relocation	2,215	2,215	168	-	-	-	-
Offices Program	137	137	137	-	-	-	-
Working with Children Application and Assessment System	114	114	114	-	-	-	-

	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
NEW WORKS							
COVID-19 WA Recovery Plan							
ASSA Facility							
Geraldton	18,000	-	-	12,000	6,000	-	-
Kununurra	20,000	-	-	2,500	14,500	3,000	-
Expansion of the FDV Refuges							
Kwinana	2,000	-	-	2,000	-	-	-
Peel	2,000	-	-	2,000	-	-	-
SHERP							
New Builds	96,996	-	-	29,098	58,198	9,700	-
Refurbishments	135,686	-	-	67,843	67,843	-	-
Other							
Computer Hardware and Software Program	21,612	-	-	5,547	5,355	5,355	5,355
Construction and Purchase							
GROH Program	85,946	-	-	10,523	27,829	26,788	20,806
Houses Program	134,855	-	-	11,889	18,582	53,042	51,342
Crisis Accommodation Program	52,959	-	-	5,835	14,258	15,933	16,933
Hedland Transitional Housing Project (NWAHF)	2,000	-	-	1,500	500	-	-
Housing and Homelessness Investment Package							
Common Ground	35,000	-	-	-	2,000	20,000	13,000
Shared Equity	19,200	-	-	9,600	9,600	-	-
Social Housing Refurbishments	3,950	-	-	2,975	975	-	-
Land							
Acquisition Program	289,205	-	-	79,200	64,448	74,497	71,060
Development Program	478,687	-	-	73,237	130,109	141,151	134,190
Estate Improvement Land Redevelopment Program	7,876	-	-	5,277	957	821	821
Holding Costs Program	496	-	-	124	124	124	124
Redevelopment Program	8,580	-	-	6,889	564	564	563
Loan to Homebuyers							
Affordable Housing Shared Equity Program	21,859	-	-	-	7,681	7,533	6,645
Goodstart Shared Equity Program	48,000	-	-	9,000	13,000	13,000	13,000
Minor Works Program	3,200	-	-	800	800	800	800
Offices Program	6,556	-	-	1,639	1,639	1,639	1,639
Total Cost of Asset Investment Program	1,893,891	179,747	113,050	487,304	512,487	376,939	336,278
FUNDED BY							
Asset Sales			155,743	234,345	389,886	410,919	389,649
Borrowings			11,000	365,000	-	-	-
Capital Appropriation			24,234	175,394	169,250	14,830	2,130
Drawdowns from Royalties for Regions Fund			2,804	540	-	-	-
Drawdowns from the Holding Account			68	68	68	68	68
Funding Included in Department of Treasury Administered Item							
			-	-	2,000	20,000	13,000
Internal Funds and Balances			(86,216)	(302,226)	(50,168)	(68,878)	(68,569)
Other			5,417	14,183	1,451	-	-
Total Funding			113,050	487,304	512,487	376,939	336,278

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

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

Financial Statements

Income Statement

1. Total income in 2019-20 Actual decreased compared to 2018-19 Actual (-25%) primarily due to Commonwealth funding from the National Partnership Agreement on Remote Housing ceasing in 2018-19.
2. Total income in 2019-20 Actual was lower compared to 2019-20 Budget (-19%) largely due to lower sales from soft property market conditions and the impact of COVID-19 (before recent economic stimulus initiatives from the Government).
3. Grants and subsidies expenses in 2019-20 Actual increased compared to 2018-19 Actual (61%) due to a reclassification of the State's NDIS cash contributions to the NDIA as grants and subsidies instead of supplies and services, as required under the Australian Bureau of Statistics' Government financial statistical classifications.

Statement of Cashflows

4. The Department's end-of-year cash position in 2019-20 Actual increased compared to 2018-19 Actual (14%) and 2019-20 Budget (16%) primarily due to the timing of:
 - 4.1. the NDIS transition (resulting in underspends); and
 - 4.2. payments to the NDIA (with invoiced contributions for June 2020 being paid in July 2020).
5. The Department's end-of-year cash position in 2020-21 Budget Estimate is expected to decrease compared to 2019-20 Budget (-12%) primarily due to the timing of the State's NDIS contributions to the NDIA.

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)	604,884	603,458	649,334	625,731	599,785	608,741	618,239
Grants and subsidies ^(d)	508,369	175,580	820,423	814,416	1,074,183	1,094,175	1,123,097
Supplies and services ^(e)	1,331,181	1,598,550	976,273	890,869	736,787	797,084	729,913
Accommodation	248,685	189,057	279,786	323,194	250,859	255,358	256,813
Depreciation and amortisation	145,964	194,880	140,362	143,605	139,203	140,129	136,956
Finance and interest costs	153,581	188,084	115,895	88,595	93,088	89,756	89,138
Cost of land sold	45,242	80,468	39,984	103,781	136,612	144,608	136,704
Net assets transferred out	6,545	-	-	354	-	-	-
Efficiency dividend	-	(16,381)	-	-	-	-	-
Other expenses	275,007	430,255	282,809	222,463	237,497	252,584	242,357
TOTAL COST OF SERVICES	3,319,458	3,443,951	3,304,866	3,213,008	3,268,014	3,382,435	3,333,217
Income							
Sale of goods and services ^(f)	195,878	369,770	191,934	363,489	549,853	638,160	562,036
Regulatory fees and fines	349	-	119	-	-	-	-
Grants and subsidies	718,826	426,670	419,343	226,054	213,577	202,147	196,667
Interest revenue	120,939	153,727	84,269	57,549	64,086	63,658	63,870
Rent	381,068	370,905	350,364	349,956	358,384	364,223	370,224
Dividend contribution	60,657	57,208	62,708	88,233	99,467	100,559	98,565
Other revenue	70,146	59,453	55,770	74,521	105,071	75,013	70,881
Total Income	1,547,863	1,437,733	1,164,507	1,159,802	1,390,438	1,443,760	1,362,243
NET COST OF SERVICES	1,771,595	2,006,218	2,140,359	2,053,206	1,877,576	1,938,675	1,970,974
INCOME FROM STATE GOVERNMENT							
Service appropriations	1,705,528	1,768,457	1,772,400	1,830,856	1,809,856	1,838,306	1,868,270
Resources received free of charge	10,293	8,665	10,536	8,711	8,711	8,711	8,711
Royalties for Regions Fund:							
Regional Community Services Fund	10,505	72,171	71,657	84,218	121,127	124,719	128,293
Regional and State-wide Initiatives	4,493	-	-	-	-	-	-
Other revenues	507	679	4,594	680	351	340	312
TOTAL INCOME FROM STATE GOVERNMENT	1,731,326	1,849,972	1,859,187	1,924,465	1,940,045	1,972,076	2,005,586
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(40,269)	(156,246)	(281,172)	(128,741)	62,469	33,401	34,612

(a) Full audited financial statements are published in the Annual Reports for the Department of Communities, the Disability Services Commission and the Housing Authority.

(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 5,564, 5,479 and 5,473 respectively.

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

(e) Supplies and services include cost of housing inventory sold.

(f) Sale of goods and services includes land and housing inventory for sale.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
COVID-19 WA Recovery Plan							
Children in Care Initiatives.....	-	-	-	4,404	306	-	-
COVID-19 Response.....	-	-	1,279	-	-	-	-
FDV Initiatives.....	-	-	-	8,165	8,365	-	-
Financial Counselling.....	-	-	-	5,350	-	-	-
National Partnership on COVID-19 Domestic and Family Violence Responses.....	-	-	400	6,626	-	-	-
Seniors Support Initiatives.....	-	-	-	430	-	-	-
Other							
Child Protection and Family Support							
Historical Institutional Abuse of Children	-	-	4,996	-	-	-	-
Other Child Protection Grants.....	355	550	400	550	550	550	550
Out-of-Home Care, Foster Carer and Family Support Grants	132,745	129,652	148,473	107,759	118,070	118,070	118,070
Community Services							
Bereavement Assistance.....	1,054	705	855	705	705	705	705
Community Gardens.....	94	100	71	100	100	100	100
Dalyellup Family Centre ^(b)	-	1,500	-	-	-	-	-
Empowered Youth Network.....	-	-	-	522	404	412	-
Grandcarers Support Grants	780	1,050	985	1,050	1,050	1,050	1,050
Hardship Utility Grant Scheme.....	6,711	10,000	4,551	10,000	10,000	10,000	10,000
Home Stretch Pilot Program.....	-	-	444	-	-	-	-
Imagined Futures.....	-	-	75	-	-	-	-
Men's Shed Sector Support.....	-	-	113	-	-	-	-
Regional Community Child Care Development Fund.....	735	-	444	-	-	-	-
Disability Services							
Community Aids and Equipment Program ^(c) ...	6,008	-	3,883	10,000	7,500	7,500	7,500
Individualised Disability Services.....	1,120	1,011	266	1,011	1,011	1,011	1,011
NDIS Contributions ^(c)	324,723	-	611,144	607,805	883,922	919,552	955,115
NDIS Vocational Education and Training.....	-	-	5,331	11,685	5,393	2,081	-
Essential Municipal Services Upgrade	-	-	-	5,219	2,631	4,039	-
Housing							
20 Lives 20 Homes Fremantle.....	-	-	210	-	-	-	-
Community Support Schemes - Housing.....	2,658	2,982	837	-	5	5	5
South West Native Title Settlement.....	-	-	-	1,100	-	-	-
Other Grants.....	4,854	-	6,601	-	-	-	-
Prevention of FDV							
Culturally Appropriate Services to FDV							
Victims	-	427	342	435	445	445	336
FDV Support ^(c)	2,313	186	2,714	186	186	186	186
Our Watch Program.....	-	126	122	129	129	129	129
Respectful Relationships	237	267	455	273	277	168	168
Seniors							
Other Senior Grants.....	261	-	201	-	-	-	-
Seniors Cost of Living Rebates	23,429	25,935	24,116	25,868	27,456	27,407	27,407
Target 120.....	-	-	411	4,279	4,913	-	-
Volunteering Grants	46	30	31	30	30	30	30
Women's Grants.....	84	85	102	85	85	85	85
Youth							
Cadets WA ^(b)	-	869	-	-	-	-	-
Youth Support Grants	162	105	571	650	650	650	650
TOTAL	508,369	175,580	820,423	814,416	1,074,183	1,094,175	1,123,097

(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) Has been reclassified as a supplies and services expense from 2019-20.

(c) Has been reclassified as a controlled grant from 2019-20.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
CURRENT ASSETS							
Cash assets.....	274,605	266,793	310,036	276,318	319,983	391,575	408,631
Restricted cash.....	34,845	33,367	40,493	30,751	30,751	30,751	30,751
Holding account receivables.....	68	68	68	68	68	68	68
Receivables.....	213,444	421,260	241,323	358,930	323,330	266,996	206,361
Other.....	315,253	512,872	298,806	585,446	553,946	406,200	359,784
Loans and advances.....	1,358,626	812,132	1,236,955	677,598	658,261	658,099	658,584
Assets held for sale.....	8,158	21,677	11,568	11,568	11,568	11,568	11,568
Total current assets.....	2,204,999	2,068,169	2,139,249	1,940,679	1,897,907	1,765,257	1,675,747
NON-CURRENT ASSETS							
Holding account receivables.....	181,197	226,975	203,557	225,584	247,569	269,502	291,415
Property, plant and equipment.....	12,048,555	12,167,437	11,600,669	11,524,464	11,550,522	11,451,505	11,296,698
Intangibles.....	33,310	26,553	22,293	17,441	16,388	14,664	11,961
Restricted cash.....	4,410	7,066	6,177	8,046	9,952	11,896	12,611
Receivables.....	191	75	23,048	82	82	82	82
Loans and advances.....	2,973,367	4,025,005	3,589,348	4,895,133	4,800,554	4,799,597	4,800,149
Other.....	727,581	730,356	758,063	792,500	858,635	996,345	1,073,527
Total non-current assets.....	15,968,611	17,183,467	16,203,155	17,463,250	17,483,702	17,543,591	17,486,443
TOTAL ASSETS.....	18,173,610	19,251,636	18,342,404	19,403,929	19,381,609	19,308,848	19,162,190
CURRENT LIABILITIES							
Employee provisions.....	136,339	126,655	142,799	144,333	146,312	148,291	150,270
Payables.....	44,288	28,980	61,964	62,071	57,261	52,451	42,125
Borrowings and leases.....	68,814	267,877	173,355	133,206	133,206	133,206	133,206
Other.....	114,009	79,327	224,455	219,471	219,180	219,219	210,195
Total current liabilities.....	363,450	502,839	602,573	559,081	555,959	553,167	535,796
NON-CURRENT LIABILITIES							
Employee provisions.....	18,869	25,170	28,967	28,967	28,967	28,967	28,967
Borrowings and leases.....	5,072,291	5,857,844	5,513,065	6,608,433	6,373,587	6,244,624	6,065,422
Other.....	57,901	8,795	59,079	53,649	28,808	12,787	6,102
Total non-current liabilities.....	5,149,061	5,891,809	5,601,111	6,691,049	6,431,362	6,286,378	6,100,491
TOTAL LIABILITIES.....	5,512,511	6,394,648	6,203,684	7,250,130	6,987,321	6,839,545	6,636,287
EQUITY							
Contributed equity.....	2,652,245	2,664,092	2,667,776	2,811,597	2,989,617	3,031,231	3,053,219
Accumulated surplus/(deficit).....	3,315,623	2,716,111	3,126,746	2,998,004	3,060,473	3,093,874	3,128,486
Reserves.....	6,693,231	7,476,785	6,344,198	6,344,198	6,344,198	6,344,198	6,344,198
Total equity.....	12,661,099	12,856,988	12,138,720	12,153,799	12,394,288	12,469,303	12,525,903
TOTAL LIABILITIES AND EQUITY.....	18,173,610	19,251,636	18,342,404	19,403,929	19,381,609	19,308,848	19,162,190

(a) Full audited financial statements are published in the Annual Reports for the Department of Communities, the Disability Services Commission and the Housing Authority.

(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	1,689,173	1,722,611	1,749,972	1,808,761	1,787,803	1,816,305	1,846,289
Capital appropriation	2,106	36,352	25,580	182,129	176,020	21,613	8,988
Administered equity contribution	-	-	-	-	2,000	20,000	13,000
Holding account drawdowns	604	68	68	68	68	68	68
Royalties for Regions Fund:							
Regional Community Services Fund	10,505	72,171	71,118	84,218	121,127	124,719	128,293
Regional and state-wide initiatives	4,493	-	-	-	-	-	-
Regional Infrastructure and Headworks Fund	1,860	1,000	2,804	540	-	-	-
Other	507	679	4,594	680	351	340	312
Net cash provided by State Government	1,709,248	1,832,881	1,854,136	2,076,396	2,087,369	1,983,045	1,996,950
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(593,041)	(601,738)	(639,349)	(625,068)	(598,773)	(607,729)	(617,227)
Grants and subsidies	(479,327)	(175,580)	(736,164)	(802,102)	(1,066,683)	(1,086,675)	(1,115,597)
Supplies and services ^(c)	(1,339,636)	(1,726,536)	(973,335)	(1,106,783)	(857,141)	(905,927)	(848,229)
Accommodation	(262,835)	(200,375)	(277,427)	(334,279)	(261,962)	(266,239)	(267,694)
GST payments	(173,235)	(67,958)	(128,453)	(102,631)	(104,238)	(116,056)	(103,650)
Finance and interest costs	(153,698)	(188,084)	(120,725)	(89,064)	(93,379)	(89,718)	(89,162)
Efficiency dividend	-	16,381	-	-	-	-	-
Other payments	(259,345)	(398,373)	(178,521)	(215,329)	(257,044)	(265,056)	(258,869)
Receipts ^(d)							
Regulatory fees and fines	349	-	119	-	-	-	-
Grants and subsidies	732,660	426,670	386,084	226,054	213,577	202,147	196,667
Sale of goods and services ^(e)	215,195	378,760	194,502	368,689	554,432	641,480	564,737
Rent receipts	388,843	370,905	347,243	349,956	358,384	364,223	370,224
Interest receipts	116,954	153,727	90,656	93,494	101,952	101,428	101,999
Dividend/State contributions received	64,178	59,647	60,657	63,075	88,233	99,467	100,559
GST receipts	164,689	67,958	113,701	102,631	104,238	116,056	103,650
Other receipts	57,074	108,511	113,232	91,230	118,979	85,177	85,534
Net cash from operating activities	(1,521,175)	(1,776,085)	(1,747,780)	(1,980,127)	(1,699,425)	(1,727,422)	(1,777,058)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets ^{(c) (d) (e)}	(68,504)	(102,002)	(50,189)	(322,577)	(316,285)	(159,782)	(129,520)
Proceeds from sale of non-current assets	97,853	147,494	88,334	64,552	104,653	104,526	107,142
Net cash from investing activities	29,349	45,492	38,145	(258,025)	(211,632)	(55,256)	(22,378)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(884,549)	(1,438,526)	(1,397,208)	(1,280,684)	(1,030,741)	(2,186,331)	(1,454,743)
Other payments	(1,002,400)	(1,793,261)	(1,784,136)	(1,857,596)	(786,253)	(2,058,548)	(1,277,854)
Proceeds from borrowings	974,500	1,830,495	1,803,500	2,186,596	786,253	2,058,548	1,277,854
Other finance proceeds	600,000	1,270,000	1,270,000	1,075,000	900,000	2,059,500	1,275,000
Net cash from financing activities	(312,449)	(131,292)	(107,844)	123,316	(130,741)	(126,831)	(179,743)
NET INCREASE/(DECREASE) IN CASH HELD	(95,027)	(29,004)	36,657	(38,440)	45,571	73,536	17,771
Cash assets at the beginning of the reporting period	412,428	336,230	313,860	356,706	315,115	360,686	434,222
Net cash transferred to/from other agencies	(3,541)	-	6,189	(3,151)	-	-	-
Cash assets at the end of the reporting period	313,860	307,226	356,706	315,115	360,686	434,222	451,993

(a) Full audited financial statements are published in the Annual Reports for the Department of Communities, the Disability Services Commission and the Housing Authority.

(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) Supplies and services include payment for the purchase of land and housing inventory.

(d) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

(e) Sale of goods and services includes land and housing inventory for sale.

NET APPROPRIATION DETERMINATION ^{(a) (b)}

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(c) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Grants and Subsidies							
Essential and Municipal Services Upgrade							
Program	9,935	12,271	3,323	7,901	17,965	5,665	-
Financial Counselling	500	-	500	500	-	-	-
National Housing and Homelessness							
Agreement	47,941	44,878	44,653	45,375	38,544	38,876	39,208
National Initiatives Women's Safety							
Package	176	-	735	549	576	-	-
National Partnership on COVID-19 Domestic							
and Family Violence Responses	-	-	3,635	3,391	-	-	-
Other Grants and Contributions	453	1,206	262	680	680	680	680
Parenting Community Funding	506	-	513	522	534	-	-
Project Agreement for Family Law							
Information Sharing	-	-	296	301	305	-	-
Provision of Services to the Commonwealth							
in Respect of Indian Ocean Territories	149	632	477	599	599	599	599
Support for Family Safety in the Kimberley	400	-	-	-	-	-	-
Unaccompanied Humanitarian Minors	23	-	31	33	33	33	33
Youth Supported Accommodation							
Assistance Program Grant from Mental							
Health Commission	452	-	458	470	-	-	-
Sale of Goods and Services							
Adoptions Fees	69	93	103	93	93	93	93
Fines and Penalties	349	-	119	-	-	-	-
NDIS Worker Screening Fees	-	-	-	2,955	3,042	2,434	2,469
Other	14	-	22	616	-	-	-
Regulatory Fees and Services Rendered	487	583	519	612	612	612	612
Working with Children Screening Fees	7,797	8,723	8,008	8,848	9,023	9,202	9,202
GST Receipts							
GST Input Credits	38,305	44,126	43,380	42,385	43,153	42,315	42,315
GST Receipts on Sales	501	77	800	82	82	82	82
Other Receipts							
Other Receipts	3,908	773	3,505	4,086	4,587	5,142	5,160
TOTAL	111,965	113,362	111,339	119,998	119,828	105,733	100,453

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

(b) The Housing Authority and the Disability Services Commission are statutory authorities and excluded from the Net Appropriation Determination.

(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.

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							
Appropriation ^(b)	300	300	300	-	-	-	-
TOTAL ADMINISTERED INCOME	300	300	300	-	-	-	-
EXPENSES							
Other							
Payment to Anzac Day Trust ^(b)	300	300	300	-	-	-	-
TOTAL ADMINISTERED EXPENSES	300	300	300	-	-	-	-

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

(b) The administrative support to the Anzac Day Trust has been transferred to the Department of Jobs, Tourism, Science and Innovation with effect from 1 July 2020.

Keystart Housing Scheme Trust

Part 8 Community Services

Asset Investment Program

1. The Trust's Asset Investment Program (AIP) totals \$2.8 million across the forward estimates period. It helps to ensure the provision of sustainable housing outcomes by assisting Western Australians into affordable home ownership.
2. The AIP includes an ongoing information and communications technology (ICT) development program and other assets that support the delivery of its key lending services.

	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							
ICT Systems.....	15,200	12,400	299	550	550	550	1,150
Total Cost of Asset Investment Program	15,200	12,400	299	550	550	550	1,150
FUNDED BY							
Internal Funds and Balances.....			299	550	550	550	1,150
Total Funding.....			299	550	550	550	1,150

(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 37 Local Government, Sport and Cultural Industries

Part 8 Community Services

Appropriations, Expenses and Cash Assets

	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
DELIVERY OF SERVICES							
Item 73 Net amount appropriated to deliver services.....	116,696	111,602	108,377	151,554	149,324	171,007	135,580
Item 75 Art Gallery of Western Australia	8,031	8,091	8,256	8,497	8,286	8,250	8,391
Item 76 Contribution to Community Sporting and Recreation Facilities Fund ...	12,000	15,000	12,000	18,000	13,000	12,000	12,000
Item 77 Library Board of Western Australia ...	28,840	28,821	28,821	28,736	27,118	27,090	27,414
Item 78 Perth Theatre Trust	9,187	9,262	11,637	12,736	7,546	7,717	7,911
Item 79 Western Australian Museum	21,553	24,141	24,010	38,044	35,477	31,523	32,058
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990	34,402	32,730	35,922	29,252	31,206	31,594	31,596
- Salaries and Allowances Act 1975	634	634	634	634	636	641	643
Total appropriations provided to deliver services	231,343	230,281	229,657	287,453	272,593	289,822	255,593
ADMINISTERED TRANSACTIONS							
Item 74 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	46,674	38,401	38,105	35,793	37,945	38,380	38,889
CAPITAL							
Item 136 Capital Appropriation ^(b)	115,277	87,890	88,346	30,490	17,822	31,473	9,399
Item 137 Art Gallery of Western Australia ...	218	218	1,211	218	218	218	218
Item 138 Perth Theatre Trust	-	-	-	1,500	8,000	5,500	-
TOTAL APPROPRIATIONS	393,512	356,790	357,319	355,454	336,578	365,393	304,099
EXPENSES							
Total Cost of Services	289,789	286,174	326,530	366,877	331,409	349,629	345,834
Net Cost of Services ^(c)	246,895	249,156	298,175	326,700	273,161	292,037	298,808
CASH ASSETS ^(d)	123,996	84,258	106,871	64,355	62,470	62,851	63,237

- (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 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					
Alkimos Swimming Pool	-	500	500	4,000	5,000
Aqua Jetty Stage 2	-	500	1,000	5,000	3,500
Baldivis Indoor Recreation Centre	-	500	1,000	5,000	3,500
Business Case Funding	-	400	-	-	-
Donnybrook and Districts Sporting and Recreation Precinct	-	250	500	5,250	-
Ellenbrook Youth Support Centre	-	500	1,360	-	-
Getting the Show Back on the Road	-	9,000	-	-	-
Hands Oval Rebuild	-	250	2,750	2,000	-
Holocaust Museum	-	500	5,500	-	-
Keirnan Park Recreation Precinct	-	500	2,000	10,000	7,500
Kingsway Regional Sporting Complex	-	2,667	-	-	-
Kununurra Water Playground	-	3,200	-	-	-
Lotterywest Back to Sport COVID-19 Recovery Program	-	5,000	-	-	-
Lotterywest Creative Communities COVID-19 Recovery Program	-	5,000	-	-	-
Multipurpose Centre Youth Facility and Library (Dalyellup)	-	500	1,000	6,500	-
Ray Owen Reserve	-	1,000	4,000	-	-
Selling Western Australia to the World	-	1,000	1,000	-	-
State Football (Soccer) Centre	-	-	-	-	32,500
State Sporting Infrastructure Fund	-	2,000	1,000	-	-
WACA Ground Redevelopment	-	2,000	10,000	18,000	-
Warradale Community Centre Expansion	-	600	-	-	-
Western Australian Music Industry Association	-	350	-	-	-
Youth Centre in Madeley/Darch	-	500	2,500	-	-
New Initiatives					
Election Commitments					
Kalgoorlie Motorsports Precinct	-	1,000	950	-	-
Stop Puppy Farming Centralised Registration System	-	1,263	1,809	1,608	1,651
Stop Puppy Farming Transition Package	-	1,200	-	-	-
National Redress Scheme Coordination and Administration	-	240	240	240	240
Other COVID-19					
Art Gallery of Western Australia COVID-19 Stimulus Package	896	79	-	-	-
Culturally and Linguistically Diverse Community Association Facilities	-	3,000	-	-	-
Community Sporting and Recreation Facilities Fund ^(b)	-	1,750	-	-	-
Fair Game Australia ^(b)	10	-	-	-	-
Regional Arts Resilience Grants Program ^(b)	-	1,000	-	-	-
Regional Exhibition Touring Boost ^(b)	-	195	-	-	-
State Sporting Infrastructure Fund ^(b)	-	4,650	-	-	-
Perth Cultural Centre					
Perth City Deal	-	665	167	168	-
Security Services	57	173	176	179	182
Relocation of Western Australian Museum Stored Assets from A-Shed on Victoria Quay					
Yamatji Nation Indigenous Land Use Agreement	-	800	-	-	-
Ongoing Initiatives					
Better Beginnings	-	250	250	250	250
Connecting to Country	-	450	450	450	-
Eaton Community Hub	-	1,000	-	-	-
Regional Athlete Support Program	-	1,000	1,000	1,000	-
Regional Workers Incentives Allowance Payments	(18)	(18)	(18)	(18)	(18)
WA Film Fund	-	4,000	4,000	4,000	4,000
WA Museum Boola Bardip Operating Funding	-	(796)	4,246	3,858	4,126
West Australian Football Commission	(243)	-	-	-	-
Other					
Government Office Accommodation Reform Program	-	251	364	364	364
Revision to Indexation for Non-Salary Expenses	-	-	-	-	967
Revisions to Lotteries Commission Act 1990 Estimates	3,192	(116)	(2,250)	(2,042)	(2,040)
Revisions to Own Source Revenue Estimates	9	(1,226)	601	51	602
RiskCover Insurance Expense	-	732	494	-	-
Transfer of Teaching Traditional Aboriginal Languages Project from Department of Planning, Lands and Heritage	125	125	125	-	-

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

(b) Reprioritisation from within existing program.

Significant Issues Impacting the Agency

1. The City of Perth Inquiry Report and the Local Government Act Review Panel Report were both released in August 2020, with the critical findings and recommendations that will be used to help shape future direction for the sector, including a new Local Government Act.
2. The Department will be undertaking a combined review of the *Cemeteries Act 1986* and *Cremations Act 1929* (Acts) in partnership with the Department of Health. The review will provide a clear path to reform both Acts and to develop a legislative framework that provides access to sensitive and dignified bereavement facilities and services that is in line with community expectations in their time of grief.
3. The Department is administering a two-year trial of a Banned Drinkers Register (BDR) which will commence across the Pilbara region in December 2020. Along with current liquor restrictions in the Pilbara, the BDR will act as a complementary measure to reduce alcohol related harm.
4. A section 64 inquiry under the *Liquor Control Act 1988* will also take place in the Kimberley region as a result of the Coroner's report into Aboriginal Youth Suicide in the Kimberley.
5. The WA Museum Boola Bardip will open on 21 November 2020. The new museum content design for exhibitions and other interior spaces focuses on contemporary and engaging museum experiences. The development consists of a major new building incorporating the five existing heritage buildings, which have been renovated and repurposed as part of the project.
6. The Western Australian Government allocated \$250,000 over four years commencing in 2018-19 to support the promotion of, and attraction of visitors to, regional museums and collections, maximising the value of these cultural resources to their own communities and as tourism assets.
7. The Department has brought forward funding rounds of the Community Sporting and Recreation Facilities Fund to support infrastructure investment in community level sport and recreation facilities and therefore facilitating job creation in the construction sector.
8. Western Australia adopted a coordinated and collaborative cross-agency approach to progress the implementation of recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse. The Department is proactively working with peak industry bodies across its sectors to consult and advise on the potential impacts of proposed child safeguarding reforms.
9. The Government's \$8 million investment in the Regional Exhibitions Touring Boost will continue to deliver the State Art Collection to our regional galleries.
10. The Government has allocated \$10 million to the Elevate project to redevelop the Art Gallery of Western Australia rooftop as a cultural and commercial venue which will feature major Aboriginal artwork, a rooftop sculpture walk and a 500-person social venue.
11. As part of the implementation of the WA Public Libraries Strategy, the Library Board is leading the introduction of a new model to better support public library service delivery in the State. These changes will enable future flexibility in how local government receives support from the Western Australian Government and will drive new and innovative service offerings for the community.
12. In 2019, the Government allocated \$2.5 million to reopen the Gwoonwardu Mia Gascoyne Aboriginal and Heritage Cultural Centre (the Cultural Centre) in Carnarvon. The Western Australian Museum was tasked to reopen the Cultural Centre in November 2019 and operate it for an initial period of three years. The Western Australian Museum and the Department of Primary Industries and Regional Development are developing a business case to identify operational and maintenance requirements for the Cultural Centre beyond 2021-22.
13. The Perth Theatre Trust venue management services will be transferred to a not-for-profit provider from 1 December 2020. This arrangement will allow for the Trust to be better able to meet the needs of a modern arts sector.
14. The Department receives 5% of Lotterywest net earnings for both arts and culture, and sport and recreation. Fluctuations in this revenue will impact the funding available to community organisations. The Department will continue to work with the sector to improve organisational and financial resilience.
15. Access to accurate information has been a key focus of the Department through the Office of Multicultural Interests by ensuring information is available in different languages and formats, and that interpreters are available for key services.

16. The Department will continue to deliver important programs and initiatives to regional Western Australia through the Regional Arts and Culture Investment Program, the Regional Exhibition Touring Boost and the WA Screen Fund, and will also continue to support homegrown contemporary music artists to produce and promote their work through the Contemporary Music Fund grant program.

WA Recovery Plan

17. The Department received significant funding towards the continued delivery of services to stakeholders and community groups in the portfolios of Sport and Recreation, Culture and the Arts and Local Government. The Department's focus will be to successfully deliver all COVID-19 pandemic recovery projects and initiatives whilst continuing core business.
18. The Department received \$139 million to contribute to the portfolio of Sport and Recreation, including redevelopment of the WACA Ground (\$30 million); construction of a recreation precinct at Keirnan Park in Mundijong (\$20 million); construction of the State Football (Soccer) Centre (\$16.2 million); construction of a swimming pool at Alkimos (\$10 million); contribution to the construction of the Baldivis Indoor Recreation Centre (\$10 million); and a contribution to the construction of the Aqua Jetty Stage 2 (\$10 million). The Department is working to ensure the State Football (Soccer) Centre is delivered in time for the FIFA 2023 Women's World Cup with the design process underway. It is anticipated that forward works will commence in the second quarter of 2021, subject to obtaining the required statutory planning approvals.
19. The Culture and the Arts sector benefited from a \$76 million package including capital investments in the Perth Concert Hall (\$30 million); His Majesty's Theatre (\$15 million); the planning of the Aboriginal Cultural Centre (\$2 million); Jewish Community Centre (\$6 million); investments in new programs and activities such as Getting the Show Back on the Road (\$15 million), Creative Communities (\$5 million), online portals for sales of Aboriginal artworks and presentation of performances (\$2 million); and Regional Arts Resilience Grants (\$1 million). The Perth Concert Hall redevelopment will be carried out over the next few years at an estimated cost of \$30 million. The scope will include creating a new home for the West Australian Symphony Orchestra, improved accessibility and compliance, maintenance, and structural works. His Majesty's Theatre redevelopment Stage 3 upgrades are expected to be carried out over the next three years.

Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister for Local Government; Culture and the Arts, Minister for Sport and Recreation, Minister for Racing and Gaming; Citizenship and Multicultural Interests, 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
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Local governments are supported to meet legislative requirements of the Local Government Act.	1. Regulation and Support of Local Government
Better Places: A quality environment with liveable and affordable communities and vibrant regions. Strong Communities: Safe communities and supported families.	A sustainable arts and culture sector that facilitates attendance and participation in arts and cultural activity.	2. Cultural and Arts Industry Support
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Efficient and effective asset and infrastructure support services to client agencies.	3. Asset and Infrastructure Support Services to Client Agencies
	Gambling and liquor industries operate responsibly in accordance with legislation.	4. Regulation of the Gambling and Liquor Industries
	A strong sport and recreation sector that facilitates participation.	5. Sport and Recreation Industry Support
	Western Australia's State Art Collection asset is developed, appropriately managed and preserved.	6. Cultural Heritage Management and Conservation
	Western Australia's State Art Collection and works of art on loan are accessible.	7. Cultural Heritage Access and Community Engagement and Education
	The Western Australian community has access to the State Library's collections, services and programs.	8. State Library Services
	The Western Australian community engages with public library collections, services and programs.	9. Public Library Support
	Effectively managed performing arts venues attracting optimal utilisation.	10. Venue Management Services
	Sustainable care and development of the State's museum collections for the benefit of present and future generations.	11. Collections Management, Research and Conservation Services 12. Collections Effectively Documented and Digitised
	Enhance cultural identity and understanding by promoting and ensuring the widest possible use of museum content and collections.	13. Public Sites, Public Programs and Collections Accessed On-site 14. Online Access to Collections, Expertise and Programs 15. Museum Services to the Regions

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Regulation and Support of Local Government ^(b)	-	-	15,161	15,618	13,844	13,743	13,953
2. Cultural and Arts Industry Support ^(b)	-	-	48,358	77,785	55,916	55,503	53,568
3. Asset and Infrastructure Support Services to Client Agencies ^(b)	-	-	11,464	15,850	16,478	17,050	17,154
4. Regulation of the Gambling and Liquor Industries ^(b)	-	-	18,605	18,604	20,498	20,631	21,222
5. Sport and Recreation Industry Support ^(b)	-	-	92,498	133,113	120,567	140,853	120,213
6. Cultural Heritage Management and Conservation	827	902	949	822	944	870	896
7. Cultural Heritage Access and Community Engagement and Education	11,784	10,231	10,769	9,326	10,711	9,866	10,164
8. State Library Services	14,139	14,181	12,683	14,418	13,248	13,235	13,429
9. Public Library Support	18,194	18,391	65,405	18,425	16,929	16,914	17,160
10. Venue Management Services	17,771	20,224	20,022	18,255	17,344	17,687	34,131
11. Collections Management, Research and Conservation Services	9,391	9,510	9,106	9,164	9,220	8,880	9,017
12. Collections Effectively Documented and Digitised	1,657	1,683	1,607	1,622	1,631	1,571	1,595
13. Public Sites, Public Programs and Collections Accessed On-site	10,288	11,891	11,953	26,184	26,342	25,374	25,764
14. Online Access to Collections, Expertise and Programs	627	751	697	723	728	701	712
15. Museum Services to the Regions	6,624	5,722	7,253	6,968	7,009	6,751	6,856
Total Cost of Services ^(c)	289,789	286,174	326,530	366,877	331,409	349,629	345,834

(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) In line with Machinery of Government changes that took effect from 1 July 2017, these services have been amended to reflect the revised structure. Comparatives for the 2018-19 Actual and the 2019-20 Budget cannot be restated given the significant realignment of the agency's services.

(c) Total Cost of Services for the 2018-19 Actual and 2019-20 Budget includes the aggregate of Services 1 to 5, which could not be restated for each service.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Local governments are supported to meet legislative requirements of the Local Government Act:					
Percentage of local governments where actions were taken in support of compliance with the legislative framework	n/a	n/a	n/a	40%	1
Outcome: A sustainable arts and culture sector that facilitates attendance and participation in arts and cultural activity:					
Ratio of Government funding to other income earned for funded arts and cultural organisations	1:4.2	1:3.4	1:4.5	1:2.7	2
Percentage of Western Australians attending or participating in an arts and cultural activity	82%	74%	74%	41%	3
Percentage of stakeholders who report that the Office of Multicultural Interests had a positive impact on the promotion and support of multiculturalism	94%	80%	90%	80%	4
Outcome: Gambling and liquor industries operate responsibly in accordance with legislation:					
Percentage of audits and inspections that comply with requirements and statutory criteria	97%	95%	98%	95%	

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: A strong sport and recreation sector that facilitates participation:					
Percentage of Western Australians participating in organised sport and recreation.....	60%	56%	63%	56%	5
Outcome: Western Australia's State Art Collection asset is developed, appropriately managed and preserved:					
Percentage of collection stored to the required standard	97.02%	97%	96.7%	97%	
Outcome: Western Australia's State Art Collection and works of art on loan are accessible:					
Number of people accessing the collection:					
Total number of visitors	272,236	315,250	195,350	204,000	6
Total number of online visitors to website	142,115	185,540	144,250	160,000	7
Percentage of visitors satisfied with visit overall	95%	93%	80%	93%	8
Outcome: The Western Australian community has access to the State Library's collections, services and programs:					
Number of State Library accesses	8,133,280	8,020,137	10,101,747	8,920,990	9
Percentage of visitors who are satisfied with State Library services	94.4%	93%	95.3%	90%	
Outcome: The Western Australian community engages with public library collections, services and programs:					
Percentage of Western Australians that are a member of a public library	36%	36.6%	37.2%	38.1%	
Outcome: Effectively managed performing arts venues attracting optimal utilisation:					
Attendance rate across principal performance spaces	477,715	470,000	394,928	300,000	10
Average subsidy per attendee for Perth Theatre Trust funded programs	\$0.21	\$3	\$5	\$5	11
Outcome: Sustainable care and development of the State's museum collections for the benefit of present and future generations:					
Percentage of collection stored to the required standard	99%	99%	99%	99%	
Percentage of the collection accessible online	19%	19%	18%	20%	12
Proportion of the State collection documented and digitised	26%	27%	29%	29%	13
Outcome: Enhance cultural identity and understanding by promoting and ensuring the widest possible use of museum content and collections:					
Number of people engaging with and accessing museum content and collections:	1,991,289	1,977,023	1,814,517	2,511,078	14
Total number of visitors	782,824	697,023	576,063	961,239	15
Total number of online visitors to website	1,208,465	1,280,000	1,238,454	1,549,837	16
Percentage of visitors to museum sites satisfied with services	97%	97%	97%	97%	

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

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

Explanation of Significant Movements

(Notes)

1. This is a new effectiveness indicator introduced in the 2020-21 financial year and therefore cannot be reported on for previous years.
2. The decrease in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to the impact of the COVID-19 pandemic on the capacity to generate earned income and an aligned drop in ability to secure private income.
3. The decrease in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due the impact of the COVID-19 pandemic on the number of arts and cultural events that will be able to be delivered and the required audience capacity restrictions.
4. The 2020-21 Budget Target of 80% is set at the industry benchmark. The increase in the 2019-20 Actual compared to 2019-20 Budget is due to additional engagement during the COVID-19 pandemic.

5. The increase in the 2019-20 Actual compared to the 2019-20 Budget is due to an increase in the number of Western Australians (aged 15 years and over) participating in organised sport and physical activity in 2019 compared to the baseline of 56% established in 2016.
6. The decrease in visitations in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to the closure of the Art Gallery between 23 March 2020 to 8 June 2020. Thereafter visitations were low due to the COVID-19 pandemic.
7. The decrease in online visitation in the 2019-20 Actual compared to the 2019-20 Budget is due to the closure of the Art Gallery as site exhibitions and programming drive online visitations.
8. The percentage of visitor satisfaction was lower in the 2019-20 Actual when compared to the 2019-20 Budget as the survey data for the 2019-20 Actual was collected online and is not directly comparable to previous years' performance. The 2020-21 Budget Target surveys are expected to be higher than the 2019-20 Actual due to the return to onsite survey data collection for the satisfaction rating.
9. The 2019-20 Actual and the 2020-21 Budget Target are higher than the 2018-19 Actual and 2019-20 Budget despite measures of in-person activity, such as visits to the building or participation in events or programs decreasing, mainly due to the impact of the COVID-19 pandemic. The State Library was closed to the public from 23 March 2020 to 18 May 2020. Since reopening to the public, Government restrictions have limited the number of patrons in the State Library building at any one time. To maintain services to the public during these times, the State Library has focused on the promotion, availability and delivery of online services and collections to the people of Western Australia, leading to a significant increase in the use of these resources. There has also been a significant increase in social media engagement with the State Library. The increase in online activity easily offset the in-person decrease.
10. The decrease in attendance figures in the 2019-20 Actual compared to the 2019-20 Budget was mainly due to the closure of all Perth Theatre Trust venues due to the COVID-19 pandemic.
11. The increase in the 2019-20 Actual subsidy per attendee compared to the 2019-20 Budget was mainly due to much lower than budgeted attendance and revenue figures for 'HAIR' at His Majesty's Theatre.
12. The Western Australian Museum will accentuate the program to make the collection accessible online after the opening of the WA Museum Boola Bardip in November 2020 which explains the higher 2020-21 Budget Target.
13. Continued progress on the program to document and digitise the legacy of undocumented and undigitised objects in the State Collection resulted in an increase in the 2019-20 Actual compared to 2019-20 Budget.
14. Accesses are projected to increase in the 2020-21 Budget Target compared to the 2019-20 Actual due to the scheduled opening of the WA Museum Boola Bardip to the public in November 2020.
15. Total number of visitors is projected to increase in the 2020-21 Budget Target compared to the 2019-20 Actual due to the scheduled opening of the WA Museum Boola Bardip.
16. Website accesses are projected to increase in the 2020-21 Budget Target due to high interest in the WA Museum Boola Bardip.

Services and Key Efficiency Indicators

1. Regulation and Support of Local Government ^(a)

Supporting local governments to fulfil their statutory obligations and to improve capability in the sector.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 n/a	\$'000 n/a	\$'000 15,161	\$'000 15,618	
Less Income	n/a	n/a	229	476	1
Net Cost of Service	n/a	n/a	14,932	15,142	
Employees (Full-Time Equivalents)	n/a	n/a	55	50	
Efficiency Indicators					
Average cost per local government for regulation and support	n/a	n/a	\$105,338	\$109,051	

(a) In line with Machinery of Government changes that took effect from 1 July 2017, these services have been amended to reflect the revised structure. Comparatives for the 2018-19 Actual and the 2019-20 Budget cannot be restated given the significant realignment of the agency's services.

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

Explanation of Significant Movements

(Notes)

1. The increase in Income in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to the additional grant revenue for program delivery.

2. Cultural and Arts Industry Support ^(a)

Supporting the delivery of arts and culture activities across Western Australia through funding programs and partnerships.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 n/a	\$'000 n/a	\$'000 48,358	\$'000 77,785	1
Less Income	n/a	n/a	392	5,369	2
Net Cost of Service	n/a	n/a	47,966	72,416	
Employees (Full-Time Equivalents)	n/a	n/a	73	79	
Efficiency Indicators					
Grants operations expense as a percentage of direct grants approved	n/a	n/a	10%	4%	3
Average cost per project to support and promote multiculturalism	n/a	n/a	\$90,960	\$92,816	

(a) In line with Machinery of Government changes that took effect from 1 July 2017, these services have been amended to reflect the revised structure. Comparatives for the 2018-19 Actual and the 2019-20 Budget cannot be restated given the significant realignment of the agency's services.

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

Explanation of Significant Movements

(Notes)

1. The increase in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to the increase in grants funding for programs that will assist the arts, cultural and multicultural sector industry to recover from the impact of the COVID-19 pandemic including the carryover of unspent funds from 2019-20.
2. The increase in Income in the 2020-21 Budget Target compared to the 2019-20 Actual is due to the Lotterywest Creative Communities COVID-19 Recovery Program Fund.
3. The reduction in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to an increase in grants funding in 2020-21 for a range of industry initiatives including funding to support the arts sector recover from the impact of the COVID-19 pandemic.

3. Asset and Infrastructure Support Services to Client Agencies ^(a)

Provision of efficient and effective asset and infrastructure support services to client agencies.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 n/a	\$'000 n/a	\$'000 11,464	\$'000 15,850	1
Less Income	n/a	n/a	560	854	2
Net Cost of Service	n/a	n/a	10,904	14,996	
Employees (Full-Time Equivalents)	n/a	n/a	22	32	

(a) In line with Machinery of Government changes that took effect from 1 July 2017, these services have been amended to reflect the revised structure. Efficiency indicators are not reported for this outcome as it relates to the services provided by the Department to support the outcome and activities of the client agencies (exempted from the requirement under Treasurer's instruction 904).

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

Explanation of Significant Movements

(Notes)

1. The increase in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to additional depreciation following the opening of the WA Museum Boola Bardip.
2. The reduction in Income in the 2019-20 Actual compared to the 2020-21 Budget Target is mainly due to a reduction in rental income and other revenue as a result of the impact of the COVID-19 pandemic.

4. Regulation of the Gambling and Liquor Industries ^(a)

Provision of services that ensure gambling and liquor industries operate responsibly in accordance with legislation.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 n/a	\$'000 n/a	\$'000 18,605	\$'000 18,604	
Less Income	n/a	n/a	5,592	11,110	1
Net Cost of Service	n/a	n/a	13,013	7,494	
Employees (Full-Time Equivalents)	n/a	n/a	101	112	
Efficiency Indicators					
Average cost of conducting inspections	n/a	n/a	\$680	\$1,017	2
Average cost of determining applications	n/a	n/a	\$437	\$509	3

(a) In line with Machinery of Government changes that took effect from 1 July 2017, these services have been amended to reflect the revised structure. Comparatives for the 2018-19 Actual and the 2019-20 Budget cannot be restated given the significant realignment of the agency's services.

(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 reduction in Income in the 2019-20 Actual compared to the 2020-21 Budget Target is due to the waiver of annual liquor license fees refunded in response to the COVID-19 pandemic.
2. The reduction in the 2019-20 Actual compared to the 2020-21 Budget Target is mainly due to the increased number of inspections conducted, including in response to the takeaway alcohol restrictions implemented during the COVID-19 pandemic.
3. The reduction in the 2019-20 Actual compared to the 2020-21 Budget Target is mainly due to the increased number of applications for six-month occasional liquor licenses to support small business during the COVID-19 pandemic.

5. Sport and Recreation Industry Support ^(a)

Provide support to maintain a strong sport and recreation sector that facilitates participation.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 n/a	\$'000 n/a	\$'000 92,498	\$'000 133,113	1
Less Income	n/a	n/a	2,578	10,228	2
Net Cost of Service	n/a	n/a	89,920	122,885	
Employees (Full-Time Equivalents)	n/a	n/a	150	145	
Efficiency Indicators					
Average cost of providing support services to sector/funded organisations ...	n/a	n/a	\$14,226	\$9,378	3
Grants operations expense as a percentage of direct grants approved	n/a	n/a	3%	1%	4
Average cost per recreation camp experience	n/a	n/a	\$64	\$73	5

(a) In line with Machinery of Government changes that took effect from 1 July 2017, these services have been amended to reflect the revised structure. Comparatives for the 2018-19 Actual and the 2019-20 Budget cannot be restated given the significant realignment of the agency's services.

(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 reduction in the 2019-20 Actual compared to the 2020-21 Budget Target is due to a decrease in grants and services expenditure resulting from the COVID-19 pandemic restrictions on the sport and recreation sector. The increase in the 2020-21 Budget Target is due to an increase in grants, including funding to assist the sport and recreation sector recover from the impact of the COVID-19 pandemic.
2. The increase in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to the Lotterywest 'Back to Sport' COVID-19 Recovery Program.
3. The variation in unit cost for service support between the 2019-20 Actual and the 2020-21 Budget Target is primarily due to the inclusion of a one-off cost in 2019-20 associated with the relocation of the West Australian Football Commission from Subiaco Oval. This, together with an estimated increase in the number of funded organisations to be provided with support in 2020-21, results in the decreased target unit cost in the 2020-21 Budget Target when compared to the 2019-20 Actual unit cost.
4. The variation from the 2019-20 Actual is due to an increase in grants funding in 2020-21 for a range of industry initiatives including funding to support the sport and recreation sector recover from the impact of the COVID-19 pandemic.
5. The 2020-21 Budget Target reflects Phase 4 COVID-19 pandemic recovery operating conditions.

6. Cultural Heritage Management and Conservation

Provides appropriate management, development and care of the State's Art Collection asset under the *Art Gallery Act 1959*.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 827	\$'000 902	\$'000 949	\$'000 822	1
Less Income	nil	nil	nil	nil	
Net Cost of Service	827	902	949	822	
Employees (Full-Time Equivalents)	3	3	4	4	
Efficiency Indicators					
Average cost of managing the collection per art gallery object.....	\$50.46	\$50.19	\$52.80	\$52.93	

(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 2019-20 Actual compared to the 2020-21 Budget Target is mainly due to additional grants expenditure related to the Art Gallery COVID-19 Stimulus Package.

7. Cultural Heritage Access and Community Engagement and Education

Provides access and interpretation of the State Art Collection and works of art on loan through art gallery services that encourage community engagement with the visual arts in accordance with the *Art Gallery Act 1959*.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 11,784	\$'000 10,231	\$'000 10,769	\$'000 9,326	1
Less Income	6,293	3,128	6,046	2,152	
Net Cost of Service	5,491	7,103	4,723	7,174	
Employees (Full-Time Equivalents)	46	46	47	47	
Efficiency Indicators					
Average cost of art gallery services per art gallery access.....	\$22.81	\$20.43	\$28.40	\$25.21	2

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

Explanation of Significant Movements

(Notes)

1. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to a revaluation gain of \$2.4 million on shares investment, and franking credits and dividends received from the share investment. Revaluation gains are not included in the 2020-21 Budget Target.
2. The increase in the average cost per access in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to site closure resulting in a decrease in gallery accesses.

8. State Library Services

Ensuring that the community has equitable access to the State Library's collections, services and programs.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 14,139	\$'000 14,181	\$'000 12,683	\$'000 14,418	
Less Income	1,146	1,126	757	806	1
Net Cost of Service	12,993	13,055	11,926	13,612	
Employees (Full-Time Equivalents)	102	114	117	115	
Efficiency Indicators					
Average cost per State Library access	\$1.74	\$1.77	\$1.27	\$1.62	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 and the 2020-21 Budget Target are lower than other years. External funding for a program which spanned multiple financial years ceased in 2018-19. This funding was (for the most part) allocated to this service. Accordingly, from 2019-20, the allocation of the State Library of Western Australia's (SLWA) revenue amongst the State Library Services and Public Library Support service-lines has re-weighted more towards the latter.
2. The 2019-20 Actual is lower than all other years due to an extraordinary in-kind grants expense of \$43.3 million recognised as at 30 June 2020 which is attributed to the Public Library Support service below. Accordingly, this extraordinary expense skewed the Total Cost of Service allocated to the State Library Service. Additionally, the number of State Library accesses was higher, predominantly due to SLWA's focus on the promotion, availability and delivery of online services and collections to the people of Western Australia during the COVID-19 pandemic, which led to a significant increase in the use of these resources and social media engagement.

9. Public Library Support

Supporting local governments in providing public library collections, services and programs.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 18,194	\$'000 18,391	\$'000 65,405	\$'000 18,425	1
Less Income	593	583	877	934	2
Net Cost of Service	17,601	17,808	64,528	17,491	
Employees (Full-Time Equivalents)	21	23	22	22	
Efficiency Indicators					
Average cost of State Government support for public library services per public library member	\$19.45	\$19.36	\$67.10	\$18.42	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 is higher than all other years due to the implementation of the WA Public Libraries Strategy. To facilitate this change, control of public library materials purchased by the Library Board and held in public libraries was transferred to relevant local government authorities. Accordingly, the public library collection asset was derecognised as at 30 June 2020 and a corollary (extraordinary) in-kind grants expense of \$43.3 million was recognised in the Library Board's Statement of Comprehensive Income.
2. The 2019-20 Actual and the 2020-21 Budget Target are higher than other years. External funding for a program which spanned multiple financial years ceased in 2018-19. This funding was (for the most part) allocated to State Library Services. Accordingly, from 2019-20, the allocation of SLWA's revenue amongst the State Library Services and Public Library Support service-lines has re-weighted more towards the latter.
3. The 2019-20 Actual is higher than all other comparatives. This material increase in average cost is due to the \$43.3 million extraordinary grants expense associated with the derecognition of the public library collection as at 30 June 2020.

10. Venue Management Services

Endeavour to improve attendances and venue activation and therefore financial returns for the Perth Theatre Trust (PTT), whilst ensuring that the buildings owned and leased by PTT are fit for purpose and managed appropriately.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 17,771	\$'000 20,224	\$'000 20,022	\$'000 18,255	1
Less Income	8,336	8,448	7,456	4,123	2
Net Cost of Service	9,435	11,776	12,566	14,132	
Employees (Full-Time Equivalents)	102	95	95	95	
Efficiency Indicators					
Average cost per attendee	\$44.93	\$42.44	\$62.21	\$60.85	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 2019-20 Budget and 2019-20 Actual compared to the 2018-19 Actual is due to an increase in funding allocations for the building maintenance program.
2. The decreases in the 2019-20 Actual and 2020-21 Budget Target compared to the 2019-20 Budget is mainly due to the closure of Perth Theatre Trust venues in response to the COVID-19 pandemic.
3. The increases in the 2019-20 Actual and 2020-21 Budget Target compared to the 2019-20 Budget is mainly due to significantly lower attendance numbers resulting from the COVID-19 pandemic restrictions.

11. Collections Management, Research and Conservation Services

Sustainable care and development of the State's collections for the benefit of present and future generations by ensuring that the collections are actively managed, researched and conserved.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 9,391	\$'000 9,510	\$'000 9,106	\$'000 9,164	
Less Income	2,296	1,384	780	719	1
Net Cost of Service	7,095	8,126	8,326	8,445	
Employees (Full-Time Equivalents)	61	73	63	63	
Efficiency Indicators					
Average cost per object of managing the museum collection.....	\$1.15	\$1.15	\$1.11	\$1.11	

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

Explanation of Significant Movements

(Notes)

1. The decrease compared to the 2018-19 Actual is mainly due to the cessation of externally funded grant research projects.

12. Collections Effectively Documented and Digitised

Sustainable care and development of the State's collections for the benefit of present and future generations by ensuring that the collections are effectively documented and digitised.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 1,657	\$'000 1,683	\$'000 1,607	\$'000 1,622	
Less Income	405	242	138	126	1
Net Cost of Service	1,252	1,441	1,469	1,496	
Employees (Full-Time Equivalents)	11	13	12	12	
Efficiency Indicators					
Average cost per object of documenting and digitising the State collection ...	\$0.77	\$0.75	\$0.68	\$0.67	2

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

Explanation of Significant Movements

(Notes)

1. The decrease compared to the 2018-19 Actual is mainly due to the cessation of externally funded grant research projects.
2. The decrease in the 2019-20 Actual and 2020-21 Budget Target compared to the 2019-20 Budget is mainly due to increased activity towards the documenting and digitising the legacy of undocumented and undigitised objects.

13. Public Sites, Public Programs and Collections Accessed On-site

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to museum content and collections through public sites, public and educational programs.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 10,288	\$'000 11,891	\$'000 11,953	\$'000 26,184	1
Less Income	2,806	1,722	2,230	2,770	1
Net Cost of Service	7,482	10,169	9,723	23,414	
Employees (Full-Time Equivalents)	71	84	84	127	
Efficiency Indicators					
Average cost of museum services per museum access	\$24.46	\$30.40	\$35.96	\$37.30	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)

- The increase in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to the opening of the new WA Museum Boola Bardip in November 2020 with additional recurrent expenditure to operate the site and an associated increase in own source revenue, resulting in higher than average operating costs per museum access.

14. Online Access to Collections, Expertise and Programs

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to museum content and collections delivered through online access to the collections, expertise and programs.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 627	\$'000 751	\$'000 697	\$'000 723	
Less Income	14	nil	13	nil	
Net Cost of Service	613	751	684	723	
Employees (Full-Time Equivalents)	7	7	7	7	
Efficiency Indicators					
Average cost of museum services per museum access	\$0.30	\$0.36	\$0.29	\$0.30	

(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.

15. Museum Services to the Regions

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to museum content and collections through regional access to the collections, expertise and programs.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 6,624	\$'000 5,722	\$'000 7,253	\$'000 6,968	
Less Income	961	788	707	510	1
Net Cost of Service	5,663	4,934	6,546	6,458	
Employees (Full-Time Equivalents)	25	29	27	31	
Efficiency Indicators					
Average cost per access	\$18.29	\$19.00	\$30.33	\$26.87	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)

- The decrease in Income in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to a lower number of interstate and international visitors due to the COVID-19 pandemic.
- The increases in the 2019-20 Actual and 2020-21 Budget Target compared to the 2019-20 Budget are mainly due to additional operating costs to operate the Gwoonwardu Mia Aboriginal and Heritage Centre in Carnarvon.

Asset Investment Program

- To support the delivery of the Department's services, asset investment in 2020-21 will include the following:
 - \$5.1 million for redevelopment of the Art Gallery of Western Australia rooftop;
 - \$38.6 million for the continued construction and commissioning of the new WA Museum Boola Bardip;
 - \$1 million for ongoing remediation works on the Perth Rectangular Stadium;
 - \$0.6 million for ongoing fit-out works at Tuart College;
 - \$0.6 million for art acquisition for the State Art Collection including \$0.4 million from Aboriginal art centres and independent artists through a targeted acquisition program as part of the COVID-19 support program;
 - \$0.5 million for the Perth Concert Hall Redevelopment;
 - \$2.5 million for the Perth Cultural Centre Redevelopment;
 - \$1.5 million to begin the Spinnaker accommodation replacement at Ern Halliday Recreation Camp and to progress the revitalisation of amenities and hydraulic services throughout the recreation camps;
 - \$2 million for State Football (Soccer) Centre;
 - \$0.5 million for Western Australian Centralised Registration System as part of the 'Stop Puppy Farming' initiative;
 - \$0.2 million for program and accommodation fittings, furniture and equipment replacement across the recreation camps operations, including bed replacement and program safety equipment;
 - \$1.5 million for His Majesty's Theatre Restoration and Upgrade Stage 3; and
 - \$1.5 million for library materials for the State Reference Library.

	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							
Art Gallery of Western Australia - Elevate 2020 Rooftop							
Activation	10,714	614	614	5,088	5,012	-	-
New State Museum	395,663	356,531	93,446	38,573	559	-	-
Perth Rectangular Stadium	94,162	93,180	-	982	-	-	-
Tuart College - Fit-out Works	1,853	1,235	1,080	618	-	-	-
COMPLETED WORKS							
Art Gallery of Western Australia - Art Acquisition							
2018-19 Program	334	334	218	-	-	-	-
2019-20 Program	148	148	148	-	-	-	-
His Majesty's Theatre							
Front of House	6,002	6,002	5,634	-	-	-	-
Orchestra Pit	3,742	3,742	2,653	-	-	-	-
Recreation Camps - 2019-20 Program	47	47	47	-	-	-	-
State Library of Western Australia							
Public Library Materials							
2018-19 Program	8,340	8,340	50	-	-	-	-
2019-20 Program	8,507	8,507	8,507	-	-	-	-
State Reference Library Materials							
2018-19 Program	1,290	1,290	645	-	-	-	-
2019-20 Program	732	732	732	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Perth Concert Hall Redevelopment	30,000	-	-	500	2,500	18,000	9,000
Perth Theatre Trust - His Majesty's Theatre - Restoration and Upgrade Stage 3	15,000	-	-	1,500	8,000	5,500	-
Recreation Camps Revitalisation	4,900	-	-	1,500	3,400	-	-
State Football (Soccer) Centre	32,500	-	-	1,950	14,300	16,090	160
Other New Works							
Art Gallery of Western Australia - Art Acquisition							
2020-21 Program	643	-	-	643	-	-	-
2021-22 Program	218	-	-	-	218	-	-
2022-23 Program	218	-	-	-	-	218	-
2023-24 Program	218	-	-	-	-	-	218
Perth Cultural Centre	19,000	-	-	2,500	8,250	8,250	-
Recreation Camps							
2020-21 Program	160	-	-	160	-	-	-
2021-22 Program	160	-	-	-	160	-	-
2022-23 Program	160	-	-	-	-	160	-
2023-24 Program	160	-	-	-	-	-	160
State Library of Western Australia - State Reference Library Materials							
2020-21 Program	1,487	-	-	1,487	-	-	-
2021-22 Program	1,225	-	-	-	1,225	-	-
2022-23 Program	1,225	-	-	-	-	1,225	-
2023-24 Program	1,225	-	-	-	-	-	1,225
Western Australian Centralised Registration System	906	-	-	506	250	150	-
Total Cost of Asset Investment Program	640,939	480,702	113,774	56,007	43,874	49,593	10,763
FUNDED BY							
Capital Appropriation			89,557	31,975	25,807	36,958	9,378
Commonwealth Grants			-	1,000	14,000	11,250	-
Drawdowns from the Holding Account			9,777	1,385	1,385	1,385	1,385
Internal Funds and Balances			14,440	21,647	1,882	-	-
Other			-	-	800	-	-
Total Funding			113,774	56,007	43,874	49,593	10,763

(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 Department's Total Cost of Services in the 2020-21 Budget Estimate increases by \$40.3 million compared to the 2019-20 Actual mainly due to additional grants expenses related to the delivery of the WA Recovery Plan.

Income

2. The increase in income of \$11.8 million in the 2020-21 Budget Estimate compared to the 2019-20 Actual is mainly due to additional Commonwealth grants revenue related to the delivery of the State Football (Soccer) Centre. The sale of goods and services increase in the 2020-21 Budget Estimate is mainly due to increased ticketing income following the opening of the WA Museum Boola Bardip. The Royalties for Regions revenue fluctuates between years depending on project approval and funding associated with these approvals.
3. The deficit in the 2019-20 Actual is mainly due to the additional grants expense incurred on implementing the Public Library Strategy and divestment of the public library materials to the respective local government authorities. The deficit in the 2020-21 Budget Estimate is mainly due to the deferral of previously funded grant programs to be funded from cash balances. The deficit in the 2023-24 Forward Estimate is mainly due to the disposal of the State Football (Soccer) Centre at its practical completion to the City of Canning.

Statement of Financial Position

4. The reduction in cash assets in the 2020-21 Budget Estimate compared to the 2019-20 Actual is mainly due to the approved drawdown of cash reserves to deliver numerous grant programs including those funded through the Royalties for Regions program.

Statement of Cashflows

5. The movement in service and capital appropriations is mainly due to the delivery of the WA Recovery Plan and the recurrent and capital grants payments together with the delivery of capital works programs.

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)	88,981	97,655	96,536	100,961	103,264	104,605	106,203
Grants and subsidies ^(d)	102,759	104,126	132,033	176,626	136,572	156,777	117,329
Supplies and services	29,035	31,948	25,450	32,784	33,183	30,569	32,149
Accommodation	21,737	16,955	22,760	24,669	26,308	26,627	26,692
Depreciation and amortisation	25,639	26,037	24,268	23,023	23,556	22,326	22,242
Finance and interest costs	-	813	20	35	38	40	34
Asset transferred out	-	-	-	-	-	-	32,500
Other expenses	21,638	8,640	25,463	8,779	8,488	8,685	8,685
TOTAL COST OF SERVICES	289,789	286,174	326,530	366,877	331,409	349,629	345,834
Income							
Sale of goods and services	20,867	21,584	12,832	13,445	25,094	27,955	28,276
Regulatory fees and fines	6,449	6,482	2,866	6,683	8,761	8,930	9,104
Grants and subsidies	5,021	2,310	4,610	13,844	16,842	14,029	2,904
Other revenue	10,557	6,642	8,047	6,205	7,551	6,678	6,742
Total Income	42,894	37,018	28,355	40,177	58,248	57,592	47,026
NET COST OF SERVICES	246,895	249,156	298,175	326,700	273,161	292,037	298,808
INCOME FROM STATE GOVERNMENT							
Service appropriations	231,343	230,281	229,657	287,453	272,593	289,822	255,593
Resources received free of charge	941	1,334	1,004	1,334	1,334	1,334	1,334
Royalties for Regions Fund:							
Regional Community Services Fund	13,735	17,040	15,683	21,128	14,093	12,466	9,716
Regional Infrastructure and Headworks Fund	325	140	-	-	38	140	140
TOTAL INCOME FROM STATE GOVERNMENT	246,344	248,795	246,344	309,915	288,058	303,762	266,783
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(551)	(361)	(51,831)	(16,785)	14,897	11,725	(32,025)

(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 853, 879 and 941 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	Budget	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Abbeville Park upgrades	400	-	-	-	-	-	-
Albany Motorplex Complex	250	-	-	5,500	-	-	-
Alkimos Swimming Pool	-	-	-	500	500	4,000	5,000
Art Gallery of Western Australia							
COVID-19 Stimulus Package	-	-	-	79	-	-	-
FORM Touring Art Exhibition	-	-	370	-	-	-	-
Arts Lotteries Account	15,749	16,464	15,769	17,818	15,603	15,797	15,798
Arts Projects and Programs	11,987	12,557	9,565	14,450	12,557	12,557	12,557
Baldivis Indoor Recreation Centre	-	-	-	500	1,000	5,000	3,500
Beach Emergency Numbering System	201	341	98	345	218	-	-
Broome Multipurpose Outdoor Courts	-	1,940	1,800	140	-	-	-
Bunbury Hands Oval Rebuild	-	-	-	250	2,750	2,000	-
Bunbury Upgrades to Hay Park	2,500	1,350	1,250	100	-	-	-
Centennial Park Sporting and Event Precinct	3,422	500	-	-	-	-	-
Collie Mineworkers Memorial Pool Enclosure	-	1,850	-	1,850	-	-	-

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Commitment to Aboriginal Wellbeing							
Connecting to Country	-	-	-	450	450	450	-
Community Sporting and Recreation							
Facilities Fund	13,209	14,340	12,517	18,340	12,471	11,471	11,471
Companion Animal Shelters	200	200	200	200	200	200	200
Contemporary Music Fund	589	1,000	540	1,450	500	-	-
Creative Regions Program	4,180	-	-	-	-	-	-
Dalyellup Multipurpose Centre Youth Facility and Library	300	-	-	500	1,000	6,500	-
Donnybrook and Districts Sporting and Recreation Precinct	-	-	-	250	500	5,250	-
Eaton Bowling Club Upgrade	-	1,950	1,950	1,000	-	-	-
Ellenbrook Recreation Centre	-	2,000	-	5,000	-	-	-
Ellenbrook Youth Support Centre	-	-	-	500	1,360	-	-
Getting the Show Back on the Road	-	-	-	9,000	-	-	-
Gymnastics Western Australia Strategic Facilities Plan	25	-	-	-	-	-	-
Hartfield Park Redevelopment	100	-	-	-	-	-	-
Holocaust Museum	-	-	-	500	5,500	-	-
Industry Support	-	-	-	1,893	-	-	-
Kalgoorlie Motorsports Precinct	-	-	-	1,000	950	-	-
Kidsport	4,156	4,624	2,364	6,624	4,624	4,624	4,624
Kiernan Park Recreation Precinct	-	-	-	500	2,000	10,000	7,500
Kingsway Regional Sporting Complex	-	-	-	2,667	-	-	-
Kununurra Water Playground	-	590	-	3,200	-	-	-
Lathlain Park	2,600	1,400	1,400	-	-	-	-
Local Projects Local Jobs Program	2,060	325	1,120	1,205	-	-	-
Lotterywest Back to Sport COVID-19 Relief Program	-	-	-	5,000	-	-	-
Lotterywest Creative Communities COVID-19 Recovery Program	-	-	-	5,000	-	-	-
Madeley Youth Centre	-	-	-	500	2,500	-	-
Motoring South West Marketing Campaign	100	-	-	-	-	-	-
Office of Multicultural Interests							
Capital Works Funding for Culturally and Linguistically Diverse Community Association Facilities	-	-	-	3,000	-	-	-
Community Grants	693	693	560	560	560	560	560
Community Languages Program	1,113	1,113	1,113	1,113	1,113	1,113	1,113
Optus Stadium	1,046	-	-	-	-	-	-
Other Cultural Programs	3,110	444	(976)	444	444	444	444
Other Initiatives	500	446	450	446	401	401	401
Partnership Acceptance Learning Sharing	682	695	611	695	695	695	695
Ray Owen Reserve	-	-	-	1,000	4,000	-	-
Regional Arts and Cultural Investment Program	-	4,740	3,089	4,760	4,760	4,680	4,680
Regional Athlete Support Program	963	1,000	984	1,000	1,000	1,000	-
Regional Exhibition Touring Boost	500	1,750	1,750	1,750	1,750	1,750	-
Rockingham Aqua Jetty Stage 2	-	-	-	500	1,000	5,000	3,500
Sports Grants	536	-	-	-	-	-	-
Sports Lotteries Account	13,823	15,523	16,643	19,628	15,603	15,797	15,798
State Library of Western Australia							
Public Library Materials (Local Governments) ...	-	-	43,343	8,347	8,347	8,347	8,347
Public Library Strategy (Regional Subsidies) ...	120	140	48	140	140	140	140
VisAbility Inc	185	185	185	185	185	185	185
State Sporting Infrastructure Fund	1,413	2,000	1,285	4,000	3,000	2,000	2,000
State Tennis Centre Redevelopment	2,500	-	-	-	-	-	-
Stop Puppy Farming - Transition Package	-	-	-	1,000	-	-	-
Teaching Traditional Aboriginal Languages	80	-	100	125	125	-	-
WA Film Fund	-	-	-	4,000	4,000	4,000	4,000
WACA Ground Redevelopment	-	-	-	2,000	10,000	18,000	-
Warradale Community Centre Expansion	-	-	-	600	-	-	-
West Australian Football Commission	11,077	11,500	11,257	11,800	12,100	12,400	12,400
West Australian Football Commission and Football West Relocation	-	-	150	206	-	-	-
Western Australian Institute of Sport	2,390	2,416	2,418	2,416	2,416	2,416	2,416
Western Australian Music Industry Association ...	-	-	-	350	-	-	-
Western Australian Museum - Regional Collections Development Program	-	50	80	250	250	-	-
TOTAL	102,759	104,126	132,033	176,626	136,572	156,777	117,329

(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.....	69,409	35,699	47,582	21,264	23,318	23,318	23,318
Restricted cash.....	47,991	41,863	52,309	35,739	31,425	31,425	31,425
Holding account receivables.....	9,802	9,223	1,385	1,385	1,385	1,385	1,385
Receivables.....	9,072	6,779	5,987	5,976	5,976	5,976	5,976
Other.....	4,323	3,253	6,662	6,662	6,662	6,662	6,662
Total current assets.....	140,597	96,817	113,925	71,026	68,766	68,766	68,766
NON-CURRENT ASSETS							
Holding account receivables.....	137,199	153,981	157,712	179,350	201,521	222,462	243,319
Property, plant and equipment.....	1,543,963	1,685,171	1,608,004	1,656,876	1,689,705	1,730,938	1,687,539
Intangibles.....	3,934	7,247	849	690	42	-	-
Restricted cash.....	1,046	1,182	1,413	1,785	2,160	2,541	2,927
Other.....	10,128	14,713	12,524	12,524	12,524	12,524	12,524
Total non-current assets.....	1,696,270	1,862,294	1,780,502	1,851,225	1,905,952	1,968,465	1,946,309
TOTAL ASSETS.....	1,836,867	1,959,111	1,894,427	1,922,251	1,974,718	2,037,231	2,015,075
CURRENT LIABILITIES							
Employee provisions.....	14,276	16,477	18,270	18,276	18,276	18,276	18,276
Payables.....	16,924	15,904	3,950	475	-	-	-
Borrowings and leases.....	-	-	139	139	139	139	139
Other.....	3,930	4,143	5,528	5,528	5,528	5,528	5,528
Total current liabilities.....	35,130	36,524	27,887	24,418	23,943	23,943	23,943
NON-CURRENT LIABILITIES							
Employee provisions.....	4,285	4,398	5,235	5,607	5,982	6,363	6,749
Borrowings and leases.....	-	19,509	495	524	568	531	397
Other.....	-	-	17	17	17	17	17
Total non-current liabilities.....	4,285	23,907	5,747	6,148	6,567	6,911	7,163
TOTAL LIABILITIES.....	39,415	60,431	33,634	30,566	30,510	30,854	31,106
EQUITY							
Contributed equity.....	849,303	1,053,174	935,131	967,390	993,430	1,030,621	1,040,238
Accumulated surplus/(deficit) ^(c)	457,925	334,502	410,321	393,061	407,483	418,733	386,233
Reserves ^(c)	490,224	511,004	515,341	531,234	543,295	557,023	557,498
Total equity.....	1,797,452	1,898,680	1,860,793	1,891,685	1,944,208	2,006,377	1,983,969
TOTAL LIABILITIES AND EQUITY.....	1,836,867	1,959,111	1,894,427	1,922,251	1,974,718	2,037,231	2,015,075

(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) 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 bequests and donated works of art income being transferred to reserves in the Statement of Financial Position (\$475,000) in the years from 2019-20 to 2023-24. The amount transferred to reserves in 2018-19 was \$549,000.

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	209,718	204,244	207,784	264,430	249,037	267,496	233,351
Capital appropriation	115,495	88,108	89,557	32,208	26,040	37,191	9,617
Holding account drawdowns	9,994	9,802	9,777	1,385	1,385	1,385	1,385
Royalties for Regions Fund:							
Regional Community Services Fund	13,735	17,240	15,683	21,128	14,093	12,466	9,716
Regional Infrastructure and Headworks Fund	525	140	-	-	38	140	140
Perth Stadium Account	2,500	-	-	-	-	-	-
Net cash provided by State Government	351,967	319,534	322,801	319,151	290,593	318,678	254,209
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(90,099)	(96,954)	(91,175)	(100,465)	(102,889)	(104,224)	(105,817)
Grants and subsidies	(102,778)	(104,126)	(100,214)	(176,626)	(136,572)	(156,777)	(117,329)
Supplies and services	(26,386)	(30,510)	(24,375)	(32,057)	(31,335)	(29,300)	(30,867)
Accommodation	(21,259)	(16,954)	(19,179)	(24,668)	(26,308)	(26,627)	(26,692)
GST payments	(6,040)	(22,828)	(23,956)	(32,121)	(27,544)	(30,357)	(23,008)
Finance and interest costs	-	(813)	(1)	(35)	(38)	(40)	(34)
Other payments	(15,649)	(9,837)	(17,984)	(8,764)	(9,477)	(9,095)	(9,108)
Receipts ^(c)							
Regulatory fees and fines	6,451	6,482	5,990	3,683	8,761	8,930	9,104
Grants and subsidies	4,888	2,310	3,634	13,844	16,842	14,029	2,904
Sale of goods and services	21,401	21,546	11,619	13,407	25,094	27,955	28,276
GST receipts	3,690	22,839	24,564	32,132	27,544	30,357	23,008
Other receipts	6,562	6,680	5,537	6,243	7,551	6,678	6,742
Net cash from operating activities	(219,219)	(222,165)	(225,540)	(305,427)	(248,371)	(268,471)	(242,821)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(134,297)	(95,415)	(113,774)	(56,007)	(43,874)	(49,593)	(10,763)
Proceeds from sale of non-current assets	-	-	26	-	-	-	-
Net cash from investing activities	(134,297)	(95,415)	(113,748)	(56,007)	(43,874)	(49,593)	(10,763)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(3,647)	(664)	(233)	(233)	(233)	(239)
Net cash from financing activities	-	(3,647)	(664)	(233)	(233)	(233)	(239)
NET INCREASE/(DECREASE) IN CASH HELD	(1,549)	(1,693)	(17,151)	(42,516)	(1,885)	381	386
Cash assets at the beginning of the reporting period	129,003	85,951	123,996	106,871	64,355	62,470	62,851
Net cash transferred to/from other agencies	(3,458)	-	26	-	-	-	-
Cash assets at the end of the reporting period	123,996	84,258	106,871	64,355	62,470	62,851	63,237

(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) (b)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(c) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Regulatory Fees and Fines							
Liquor Fees Revenue	6,449	6,485	2,866	6,682	6,853	7,028	7,208
Grants and Subsidies							
Direct Grants and Subsidies Receipts	4,482	360	3,839	11,928	1,926	1,933	2,058
Provision of Services to the Commonwealth....	372	346	756	916	916	846	846
Sale of Goods and Services							
Other.....	10,639	621	4,839	6,930	16,088	18,878	19,127
Provision of Services to the Racing and Gaming Industries	5,771	4,269	4,911	4,269	4,269	4,269	4,269
Revenue Received for the Provision of Accommodation and Recreation Programs	4,457	4,930	3,062	2,246	4,737	4,808	4,880
GST Receipts							
GST Input Credits	20,557	21,206	22,807	30,859	24,745	27,580	21,289
GST Receipts on Sales	1,386	1,645	1,757	1,273	2,799	2,777	1,719
Other Receipts							
Other Receipts	7,316	1,656	7,501	5,061	8,081	7,116	7,176
Rental Income	738	1,148	581	1,145	1,378	1,464	1,462
TOTAL	62,167	42,666	52,919	71,309	71,792	76,699	70,034

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

(b) The Art Gallery of Western Australia Perth Theatre Trust, Library Board of Western Australia and the Western Australian Museum are Statutory Authorities and, as a result are excluded from the Net Appropriation Determination.

(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.

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							
Taxation							
Casino Tax.....	59,388	71,000	39,742	41,000	46,000	53,000	54,000
Other							
Appropriation.....	45,737	37,548	37,252	34,933	37,085	37,512	38,012
Combat Sports Commission Appropriation ...	937	853	853	860	860	868	877
Revenue - Other	-	-	80	-	-	-	-
TOTAL ADMINISTERED INCOME	106,062	109,401	77,927	76,793	83,945	91,380	92,889
EXPENSES							
Grants to Charitable and Other Public Bodies							
Grants to Individuals Problem Gambling.....	500	500	500	500	500	500	500
Land Tax Assistance for Landlords	-	-	575	14,425	-	-	-
Statutory Authorities							
Grants to Racing and Wagering Western Australia	9,195	-	-	-	-	-	-
Subsidies and Concessions							
Subsidies to Gambling and Betting Agencies and Bookmakers	36,130	37,048	36,177	34,433	36,585	37,012	37,512
Other							
Combat Sports Commission Expenditure ...	848	853	853	860	860	868	877
Receipts Paid into the Consolidated Account	59,651	71,000	50,517	51,000	46,000	53,000	54,000
TOTAL ADMINISTERED EXPENSES	106,324	109,401	88,622	101,218	83,945	91,380	92,889

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

Agency Special Purpose Account Details

ARTS LOTTERIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The purpose of the account is to hold moneys received, pursuant to section 22(2)(d) and 22(5) of the *Lotteries Commission Act 1990*, to be applied in such proportions and among such bodies and persons engaged in the conduct of cultural activities in the State.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	-	-	952	3,064
Receipts:				
Appropriations	16,701	16,365	17,961	14,626
	16,701	16,365	18,913	17,690
Payments	15,749	16,365	15,849	17,690
CLOSING BALANCE.....	952	-	3,064	-

(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.

COMMUNITY SPORTING AND RECREATION FACILITIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The account holds moneys appropriated for the purpose of making grants for the development of public sporting and recreation facilities and for the management and administration of those grants.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	3,549	3,549	1,840	1,328
Receipts:				
Appropriations	12,000	15,000	12,000	18,000
Other	30	-	11	-
	15,579	18,549	13,851	19,328
Payments	13,739	15,000	12,523	18,000
CLOSING BALANCE.....	1,840	3,549	1,328	1,328

(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.

SPORTS LOTTERIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The purpose of the account is to hold moneys received, pursuant to section 22(2)(c) and 22(3) of the *Lotteries Commission Act 1990*, to be applied in such proportions and among such bodies engaged in the conduct of sport in the State.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	952	1,047	952	3,064
Receipts:				
Appropriations	16,711	16,365	17,961	14,626
	17,663	17,412	18,913	17,690
Payments	16,711	16,365	15,849	17,690
CLOSING BALANCE.....	952	1,047	3,064	-

(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.

LOGUE BROOK RECREATION OFFSET TRUST ACCOUNT

Account Purpose: To fund the identification and re-establishment (and associated administration costs) of recreation amenities, where practical, within the localities of nearby dams and inland bodies, following cessation of recreational access to Logue Brook.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	50	50	42	22
Receipts:				
Other	1	-	4	-
	51	50	46	22
Payments	9	-	24	22
CLOSING BALANCE.....	42	50	22	-

(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 38 Western Australian Sports Centre Trust

Part 8 Community Services

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 80 Net amount appropriated to deliver services.....	83,049	95,189	116,649	120,183	85,030	83,459	83,612
Total appropriations provided to deliver services	83,049	95,189	116,649	120,183	85,030	83,459	83,612
CAPITAL							
Item 139 Capital Appropriation	14,576	17,544	13,520	17,924	18,773	14,921	22,928
TOTAL APPROPRIATIONS	97,625	112,733	130,169	138,107	103,803	98,380	106,540
EXPENSES							
Total Cost of Services	266,606	243,591	238,859	212,108	264,183	253,549	253,747
Net Cost of Services ^(b)	81,613	90,112	87,222	117,193	81,330	87,264	87,070
CASH ASSETS ^(c)	108,512	76,302	59,508	56,320	57,729	54,828	52,000

(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.

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
New Initiative					
Optus Stadium Rooftop Climb Activities.....	-	557	1,444	1,435	1,478
Ongoing Initiatives					
Optus Stadium Revised Financial Forecast ^(b)	(8,379)	(24,106)	44,946	34,544	34,180
Revised Venue Activities Schedule	(7,033)	(9,007)	-	-	-

(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) Reduced spend in the 2019-20 Actual and 2020-21 Budget Estimate relates to the impact of COVID-19. The increases in the forward estimates period relate to projected increased event activity.

Significant Issues Impacting the Agency

1. The COVID-19 pandemic has had a major impact on net self-earned revenue, with venues closed in late March 2020 and then re-opened on a phased-in basis from May 2020. Patrons are returning but the impact will be felt for a considerable time moving forward.
2. The sporting landscape will more than likely be very different for the remainder of the pandemic and in the recovery phase. Sporting Associations, clubs and franchises are likely to be financially stressed due to reduced revenue and the eventual cessation of government relief measures. These entities are significant hirers of VenuesWest's facilities and their capacity to organise local, State and national sporting competitions is somewhat diminished in the current climate.
3. It is unlikely that the Western Australian public will have access to major national or international touring artists in the near future. Music events have halted with numerous contracted international artists no longer able to travel. Local talent is an area that VenuesWest will continue to pursue and support while borders remain closed.
4. As the owner and manager of venues, security remains a key aspect of delivering great venue experiences in an ever changing environment. In addition to continually working with the Western Australia Police Force and other essential service providers, VenuesWest is continuing a program of infrastructure upgrades across its higher profile venues to mitigate the risk of hostile vehicles. The organisation's capacity and capability to prepare, react and recover from any security incident remains critically important.
5. Interim management of the Perth Motorplex will continue whilst the long-term future of the asset is determined. The venue's improved operating performance supports the sale or lease to a private sector operator and the transition of business is still being pursued.
6. The need to enhance patron experiences through the use of technology is increasing and the challenge for sport and entertainment venues to meet customer expectations for on-demand technology consumption is essential, in order to enhance the live experience in an environment where event and sport viewing is increasingly happening at home through mainstream and alternative media channels.
7. To deliver excellence in sport and entertainment, the right technology at the right time is essential. VenuesWest has invested in digital platforms to improve and enhance the customer experience and increase staff productivity. Personalised services and automated processes will support the organisation's capacity to grow in the future.
8. Consumer concerns relating to the ticket resale market have grown significantly with the advances in technology and sophistication of the reselling marketplace. Scalpers are utilising leading-edge software to bypass computer security systems and purchase large numbers of tickets and the industry has necessarily absorbed the cost of greater monitoring efforts to minimise the detrimental impact on genuine fans who may miss out or pay inflated prices for events.

WA Recovery Plan

9. In response to the COVID-19 pandemic, a series of capital works projects have been commissioned that will provide additional local employment. These projects, totalling \$10.3 million, will be delivered over 2019-20 to 2021-22 and enhance infrastructure at our self-managed venues.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Sustainable, accessible and profitable state assets delivering sport, recreation and entertainment opportunities for Western Australians.	<ol style="list-style-type: none"> 1. Deliver Training and Competition Facilities for High Performance Sport 2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences

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. Deliver Training and Competition Facilities for High Performance Sport	177,806	166,370	158,067	137,930	184,822	175,578	173,741
2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences.....	88,800	77,221	80,792	74,178	79,361	77,971	80,006
Total Cost of Services.....	266,606	243,591	238,859	212,108	264,183	253,549	253,747

(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: Sustainable, accessible and profitable state assets delivering sport, recreation and entertainment opportunities for Western Australians:					
Percentage of targeted sports where venues meet international competition standards.....	83%	89%	89%	89%	1
High performance sport user satisfaction	89%	90%	89%	90%	
Level of patronage.....	6.1 million	5.8 million	4.1 million	3.2 million	2
Customer satisfaction.....	91%	90%	91%	90%	

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

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

Explanation of Significant Movements

(Notes)

1. The increase in the 2019-20 Budget compared with the 2018-19 Actual reflects the addition of Track Cycling as a compliant, targeted sport after improvements were made to the Midvale SpeedDome in 2019. A UCI2 Certification was received on 6 September 2019.
2. The higher number of patrons in the 2018-19 Actual compared with the 2019-20 Budget reflects the increased number of events at multiple venues during the year. The decrease in the 2019-20 Actual and 2020-21 Budget Target compared with the 2019-20 Budget reflects the impact of COVID-19 on venue patronage.

Services and Key Efficiency Indicators**1. Deliver Training and Competition Facilities for High Performance Sport**

Manage and maintain facilities of an international level for elite sport programs.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	177,806	166,370	158,067	137,930	1
Less Income	113,433	97,707	101,664	48,678	2
Net Cost of Service	64,373	68,663	56,403	89,252	
Employees (Full-Time Equivalents)	336	351	255	245	
Efficiency Indicators					
The subsidy VenuesWest provide to high performance sport and training competition	76%	72%	76%	75%	

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

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services in the 2019-20 Budget compared with the 2018-19 Actual reflects the additional costs more than offset by additional revenues from extra commercial and sporting events in 2018-19. The decrease in Total Cost of Services in the 2019-20 Actual and the 2020-21 Budget Target compared with the 2018-19 Actual mostly relates to reduced sporting and entertainment event costs as a result of the COVID-19 impact on venue activities.
2. The decrease in Income in the 2019-20 Budget compared with the 2018-19 Actual reflects higher actual revenues generated from extra commercial and sporting events in 2018-19. The decrease in Income in the 2020-21 Budget Target compared with the 2019-20 Actual reflects the impact of COVID-19 on venue activities.

2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences

Manage and maintain facilities to provide for community, sporting and entertainment services, programs and events.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 88,800	\$'000 77,221	\$'000 80,792	\$'000 74,178	1
Less Income	71,560	55,772	49,973	46,237	2
Net Cost of Service	17,240	21,449	30,819	27,941	
Employees (Full-Time Equivalents)	301	316	239	253	
Efficiency Indicators					
Commercial expense ratio	92%	87%	88%	68%	3

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

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services in the 2019-20 Budget compared with the 2018-19 Actual reflects the additional costs, that were more than offset by additional revenues from extra entertainment and sporting events in 2018-19. The decrease in Total Cost of Services in the 2019-20 Actual and the 2020-21 Budget Target compared with the 2018-19 Actual mostly relates to reduced sporting and entertainment costs as a result of the COVID-19 impact on venue activities.
2. The decrease in Income in the 2019-20 Budget compared with the 2018-19 Actual reflects higher actual revenues generated from extra commercial and sporting events in 2018-19. The decrease in Income in the 2020-21 Budget Target compared with the 2019-20 Actual reflects the impact of COVID-19 on venue activities.
3. The lower Commercial expense ratio in the 2019-20 Budget compared with the 2018-19 Actual reflects the additional net revenues to expenses from extra entertainment and sporting events in 2018-19. The lower Commercial expense ratio in the 2019-20 Actual and the 2020-21 Budget Target compared with the 2018-19 Actual mostly relates to reduced net revenues to expenses as a result of the COVID-19 impact on venue activities.

Asset Investment Program

1. The Asset Investment Program for the 2020-21 Budget totals \$26.9 million, reflecting capital upgrades and maintenance across VenuesWest's asset portfolio. This is \$11.2 million more than the 2019-20 Expenditure of \$15.7 million with a number of new projects in 2020-21 including the Optus Stadium Rooftop climb works and WA Recovery Plan additional works.

WA Recovery Plan

2. VenuesWest will invest \$6 million in 2020-21 to enhance infrastructure at three of our self-managed venues.

	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							
Capital Upgrades and Maintenance - 2018-19 Program	10,957	8,522	476	2,435	-	-	-
Optus Stadium							
Computers and Office Equipment.....	16,790	3,490	179	2,049	3,475	4,510	3,266
Rooftop Climb Works.....	5,455	780	780	4,675	-	-	-
Perth Motorplex Upgrades.....	1,708	1,218	420	490	-	-	-
Security Infrastructure Upgrades.....	9,006	2,820	2,820	-	2,575	-	3,611
WA Athletics Stadium.....	4,812	846	513	178	3,300	106	382
COMPLETED WORKS							
COVID-19 WA Recovery Plan							
Optus Stadium - Additional Turf	500	500	500	-	-	-	-
Other Completed Works							
Capital Upgrades and Maintenance							
2017-18 Program.....	11,017	11,017	2,000	-	-	-	-
2019-20 Program ^(b)	10,110	7,141	7,141	-	-	-	-
HBF Arena Expansion Projects	23,835	23,835	573	-	-	-	-
Optus Stadium							
DBFM Site Finalisation	1,345	1,345	159	-	-	-	-
Standalone Stairs	177	177	177	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Additional Upgrades and Maintenance.....	3,000	-	-	3,000	-	-	-
HBF Park.....	1,660	-	-	860	800	-	-
HBF Stadium	3,250	-	-	1,150	2,100	-	-
Lighting Upgrades (HBF Stadium and HBF Arena).....	1,500	-	-	600	900	-	-
Shade at Outdoor Pools	350	-	-	350	-	-	-
Other New Works							
Capital Upgrades and Maintenance							
2020-21 Program.....	11,110	-	-	11,110	-	-	-
2021-22 Program.....	10,110	-	-	-	10,110	-	-
2022-23 Program.....	10,110	-	-	-	-	10,110	-
2023-24 Program.....	13,165	-	-	-	-	-	13,165
Total Cost of Asset Investment Program	149,967	61,691	15,738	26,897	23,260	14,726	20,424
FUNDED BY							
Capital Appropriation.....			3,644	15,956	16,207	10,867	16,289
Drawdowns from the Holding Account			4,700	4,700	4,700	4,700	4,700
Internal Funds and Balances.....			7,394	6,241	2,353	(841)	(565)
Total Funding.....			15,738	26,897	23,260	14,726	20,424

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

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

Financial Statements

Income Statement

Expenses

1. The decrease in Total Cost of Services in the 2019-20 Budget compared with the 2018-19 Actual mostly relates to additional costs which were more than offset by additional revenue in 2018-19 at multiple venues due to the greater number of sporting and commercial events in 2018-19.
2. The decrease in Total Cost of Services in the 2020-21 Budget Estimate compared with the 2019-20 Actual mostly relates to reduced sporting and commercial costs as a result of the impact of the COVID-19 pandemic on venue activities.

Income

3. The decrease in total income in the 2019-20 Budget compared with the 2018-19 Actual mostly relates to additional revenue in 2018-19 at multiple venues due to the greater number of sporting and commercial events in 2018-19.
4. The decrease in total income in the 2020-21 Budget Estimate compared with the 2019-20 Actual mostly relates to reduced sporting and commercial income as a result of the impact of the COVID-19 pandemic on venue activities.
5. The 2021-22 Forward Estimate and future outyears assume no impacts from the COVID-19 pandemic. Future Budget processes will deal with any longer-term impacts.

Statement of Financial Position

6. The decrease in total current assets in the 2019-20 Budget compared with the 2018-19 Actual mostly relates to reduced cash holdings for future events, activities and capital held for spending and allocation in the next year. The decrease in total current assets in the 2019-20 Actual compared with the 2019-20 Budget mostly relates to reduced cash holdings for future events as a result of the impact of the COVID-19 pandemic.
7. The decrease in non-current liabilities between the 2019-20 Budget and the 2019-20 Actual mostly reflects the impact of the Interest Rate Service Payment Adjustment on the Optus Stadium Design, Build, Finance and Maintain contract, reducing the loan payable and future repayments.

Statement of Cashflows

8. The increase in net cash provided by State Government in the 2019-20 Actual and the 2020-21 Budget Estimate mostly reflects the additional service appropriation required to cover the loss of net cash inflows as a result of the impact of the COVID-19 pandemic.
9. The decrease in net cash from operating activities in the 2019-20 Actual and the 2020-21 Budget Estimate mostly reflects reduced of net cash inflows as a result of the impact of the COVID-19 pandemic.
10. The decrease in net cash from investing activities mostly reflects the impact of the Interest Rate Service Payment Adjustment on the Optus Stadium Design, Build, Finance and Maintain contract, reducing repayments in 2019-20 and beyond.

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)	59,388	52,234	48,969	44,916	57,173	55,710	55,992
Grants and subsidies ^(d)	5	-	16	-	-	-	-
Supplies and services	72,663	67,558	59,813	44,029	84,577	75,708	75,736
Accommodation	12,121	13,996	12,329	9,094	11,572	11,572	11,469
Depreciation and amortisation	71,834	66,988	73,735	71,933	71,932	71,933	72,027
Finance and interest costs	32,061	29,611	27,299	26,910	26,729	26,469	26,128
Other expenses	18,534	13,204	16,698	15,226	12,200	12,157	12,395
TOTAL COST OF SERVICES	266,606	243,591	238,859	212,108	264,183	253,549	253,747
Income							
Sale of goods and services	142,762	121,608	100,645	75,231	137,087	124,090	124,206
Grants and subsidies	4,127	-	1,526	-	-	-	-
Other revenue	38,104	31,871	49,466	19,684	45,766	42,195	42,471
Total Income	184,993	153,479	151,637	94,915	182,853	166,285	166,677
NET COST OF SERVICES	81,613	90,112	87,222	117,193	81,330	87,264	87,070
INCOME FROM STATE GOVERNMENT							
Service appropriations	83,049	95,189	116,649	120,183	85,030	83,459	83,612
TOTAL INCOME FROM STATE GOVERNMENT	83,049	95,189	116,649	120,183	85,030	83,459	83,612
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,436	5,077	29,427	2,990	3,700	(3,805)	(3,458)

(a) Full audited financial statements are published in VenuesWest'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 637, 494 and 498 respectively.

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

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.....	107,538	75,039	58,614	55,426	56,835	53,934	51,106
Restricted cash.....	974	1,263	894	894	894	894	894
Holding account receivables.....	4,700	4,700	4,700	4,700	4,700	4,700	4,700
Receivables.....	11,696	11,545	7,121	7,121	7,121	7,121	7,121
Other.....	6,400	5,201	11,183	11,183	11,183	11,183	11,183
Total current assets.....	131,308	97,748	82,512	79,324	80,733	77,832	75,004
NON-CURRENT ASSETS							
Holding account receivables.....	216,731	278,993	278,930	346,100	413,270	480,440	547,678
Property, plant and equipment.....	1,865,814	1,815,824	1,809,947	1,760,505	1,704,727	1,638,589	1,587,097
Intangibles.....	1,499	2,412	1,566	1,566	1,566	1,566	1,566
Total non-current assets.....	2,084,044	2,097,229	2,090,443	2,108,171	2,119,563	2,120,595	2,136,341
TOTAL ASSETS.....	2,215,352	2,194,977	2,172,955	2,187,495	2,200,296	2,198,427	2,211,345
CURRENT LIABILITIES							
Employee provisions.....	6,424	4,194	4,697	4,697	4,697	4,697	4,697
Payables.....	11,897	9,509	4,999	4,999	4,999	4,999	4,999
Borrowings and leases.....	11,253	13,237	7,774	8,372	9,860	12,445	19,589
Other.....	82,824	65,814	30,538	30,538	30,538	30,538	30,538
Total current liabilities.....	112,398	92,754	48,008	48,606	50,094	52,679	59,823
NON-CURRENT LIABILITIES							
Employee provisions.....	1,384	954	1,685	1,685	1,685	1,685	1,685
Borrowings and leases.....	377,220	377,267	354,272	351,676	347,613	340,983	327,131
Total non-current liabilities.....	378,604	378,221	355,957	353,361	349,298	342,668	328,816
TOTAL LIABILITIES.....	491,002	470,975	403,965	401,967	399,392	395,347	388,639
EQUITY							
Contributed equity.....	1,583,568	1,601,015	1,597,350	1,615,362	1,634,223	1,649,240	1,672,324
Accumulated surplus/(deficit).....	69,068	66,500	98,498	101,488	105,188	101,383	97,925
Reserves.....	71,714	56,487	73,142	68,678	61,493	52,457	52,457
Total equity.....	1,724,350	1,724,002	1,768,990	1,785,528	1,800,904	1,803,080	1,822,706
TOTAL LIABILITIES AND EQUITY.....	2,215,352	2,194,977	2,172,955	2,187,495	2,200,296	2,198,427	2,211,345

(a) Full audited financial statements are published in VenuesWest'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	30,315	28,227	49,750	48,313	13,160	11,589	11,674
Capital appropriation	14,576	17,544	13,520	17,924	18,773	14,921	22,928
Holding account drawdowns	4,700	4,700	4,700	4,700	4,700	4,700	4,700
Net cash provided by State Government	49,591	50,471	67,970	70,937	36,633	31,210	39,302
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(56,687)	(52,233)	(50,452)	(44,916)	(57,173)	(55,710)	(55,992)
Grants and subsidies	(5)	-	-	-	-	-	-
Supplies and services	(71,481)	(66,164)	(66,151)	(42,635)	(83,270)	(74,400)	(74,428)
Accommodation	(12,593)	(14,025)	(12,329)	(9,122)	(11,601)	(11,601)	(11,601)
GST payments	(13,443)	(1,460)	(19,350)	(1,460)	(1,460)	(1,460)	(1,460)
Finance and interest costs	(32,299)	(29,608)	(27,295)	(26,909)	(26,728)	(26,469)	(26,122)
Other payments	(16,762)	(14,601)	(21,806)	(16,593)	(13,479)	(13,436)	(13,601)
Receipts							
Grants and subsidies	4,127	-	270	-	-	-	-
Sale of goods and services	158,911	121,607	54,873	63,171	153,179	139,805	139,921
GST receipts	14,521	1,460	17,313	1,460	1,460	1,460	1,460
Other receipts	32,486	32,113	31,363	31,744	29,674	26,480	26,756
Net cash from operating activities	6,775	(22,911)	(93,564)	(45,260)	(9,398)	(15,331)	(15,067)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(15,287)	(16,201)	(15,738)	(26,897)	(23,260)	(14,726)	(20,424)
Proceeds from sale of non-current assets	2	-	-	-	-	-	-
Net cash from investing activities	(15,285)	(16,201)	(15,738)	(26,897)	(23,260)	(14,726)	(20,424)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(12,676)	(13,168)	(7,663)	(1,968)	(2,566)	(4,054)	(6,639)
Net cash from financing activities	(12,676)	(13,168)	(7,663)	(1,968)	(2,566)	(4,054)	(6,639)
NET INCREASE/(DECREASE) IN CASH HELD	28,405	(1,809)	(48,995)	(3,188)	1,409	(2,901)	(2,828)
Cash assets at the beginning of the reporting period	80,107	78,111	108,512	59,508	56,320	57,729	54,828
Net cash transferred to/from other agencies	-	-	(9)	-	-	-	-
Cash assets at the end of the reporting period	108,512	76,302	59,508	56,320	57,729	54,828	52,000

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

Western Australian Institute of Sport

Part 8 Community Services

Asset Investment Program

1. The Asset Investment Program covers the Institute's upgrade and replacement of capital intensive sporting equipment, sport science technology and hardware and office equipment, assisting the Institute to provide opportunities for talented Western Australian athletes to achieve excellence in elite sport with support from their home environment.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2019-20 Program	196	196	196	-	-	-	-
NEW WORKS							
Asset Replacement							
2020-21 Program	143	-	-	143	-	-	-
2021-22 Program	143	-	-	-	143	-	-
2022-23 Program	143	-	-	-	-	143	-
2023-24 Program	143	-	-	-	-	-	143
Total Cost of Asset Investment Program	768	196	196	143	143	143	143
FUNDED BY							
Internal Funds and Balances			196	143	143	143	143
Total Funding			196	143	143	143	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.

Lotteries Commission

Part 8 Community Services

Asset Investment Program

1. Over the forward estimates period, Lotterywest will invest:
 - 1.1. \$2 million developing business operating systems, \$3.4 million in maintaining and enhancing gaming products and services, and \$5 million on commencing the renewal of the central gaming system;
 - 1.2. \$5.8 million maintaining and replacing information and communications technology (ICT) infrastructure and core systems and environments, including relocation of Lotterywest's secondary data centre to an externally managed facility;
 - 1.3. \$1.7 million to replace the existing grants management system with a contemporary solution that can integrate grant systems for Lotterywest and Healthway; and
 - 1.4. \$2.1 million to renew and maintain plant and equipment, as well as expenditure associated with property disposals.

	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							
Gaming System Program	3,628	178	178	1,250	650	1,300	250
ICT Infrastructure Programs	8,092	2,324	2,044	2,868	1,000	1,050	850
NEW WORKS							
Business System Program	2,070	-	-	670	450	450	500
Gaming System Renewal	5,000	-	-	-	-	-	5,000
Grant System Renewal	1,675	-	-	1,675	-	-	-
Plant and Equipment Program	1,795	-	-	345	550	700	200
Property Program	300	-	-	300	-	-	-
Total Cost of Asset Investment Program	22,560	2,502	2,222	7,108	2,650	3,500	6,800
FUNDED BY							
Internal Funds and Balances			2,222	7,108	2,650	3,500	6,800
Total Funding			2,222	7,108	2,650	3,500	6,800

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

WA Recovery Plan - Other Initiatives

1. In response to the COVID-19 pandemic, the Western Australian Government, through Lotterywest, has allocated all available profits of the lottery (up to \$159 million) directly into the newly created COVID-19 Relief Fund. The COVID-19 Relief Fund will assist the Western Australian community through COVID-19 and respond to the impacts of the pandemic on individual and community wellbeing through targeted and impactful community grants.
2. \$15 million was provided in incentive payments to Lotterywest retailers in 2019-20 to assist businesses to trade while it was safe to do so, maintain cashflow and retain staff during the COVID-19 pandemic emergency period.
3. Further, retailer service and terminal fees (\$2.4 million) were waived during the emergency period, ensuring that Lotterywest retailers kept more of the money they earn selling Lotterywest products, thereby encouraging continued business operation and staff retention.

Metropolitan Cemeteries Board

Part 8 Community Services

Asset Investment Program

1. The Board's Asset Investment Program (AIP) totals \$33 million across the forward estimates period and ensures quality cemetery services are provided to the Western Australian public and funeral industry whilst meeting increasing community demands and expectations. Further, the AIP supports the Board's strategic goal to ensure the State's metropolitan cemetery system remains financially sustainable over the long term.
2. In 2020-21, the AIP totals \$4.3 million and is focused on delivering cyber technology improvements for remote access to the cemetery system along with contactless customer service options. Continued investment in health and safety improvements within the cemetery grounds and administration buildings, including the upgrading of amenities at all sites, will also be completed.
3. The AIP provides for ongoing information and communications technology programs, the replacement of cremators and other cemetery capital works programs that support the delivery of the Board's services for improved access to the State's metropolitan cemeteries.

	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							
Building and Infrastructure - 2019-20 Program.....	3,117	3,117	3,117	-	-	-	-
Burials, Entombments and Memorials - 2019-20 Program.....	769	769	769	-	-	-	-
Cremators - 2019-20 Program.....	195	195	195	-	-	-	-
Fleet, Plant and Equipment - 2019-20 Program	1,477	1,477	1,477	-	-	-	-
NEW WORKS							
Building and Infrastructure							
2020-21 Program.....	1,949	-	-	1,949	-	-	-
2021-22 Program.....	3,289	-	-	-	3,289	-	-
2022-23 Program.....	5,351	-	-	-	-	5,351	-
2023-24 Program.....	7,346	-	-	-	-	-	7,346
Burials, Entombments and Memorials							
2020-21 Program.....	636	-	-	636	-	-	-
2021-22 Program.....	1,375	-	-	-	1,375	-	-
2022-23 Program.....	1,182	-	-	-	-	1,182	-
2023-24 Program.....	1,064	-	-	-	-	-	1,064
Cremators							
2020-21 Program.....	395	-	-	395	-	-	-
2021-22 Program.....	3,250	-	-	-	3,250	-	-
2022-23 Program.....	1,800	-	-	-	-	1,800	-
Fleet, Plant and Equipment							
2020-21 Program.....	1,340	-	-	1,340	-	-	-
2021-22 Program.....	1,415	-	-	-	1,415	-	-
2022-23 Program.....	1,320	-	-	-	-	1,320	-
2023-24 Program.....	1,243	-	-	-	-	-	1,243
Total Cost of Asset Investment Program	38,513	5,558	5,558	4,320	9,329	9,653	9,653
FUNDED BY							
Internal Funds and Balances.....			5,558	4,320	9,329	9,653	9,653
Total Funding.....			5,558	4,320	9,329	9,653	9,653

(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.