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STATE BUDGET
2020-21

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Budget Statements Volume 2

2020-21 Budget Paper set includes:

Budget Paper No. 1 – Treasurer’s Speech

Budget Paper No. 2 – Budget Statements (Volumes 1–2)

Budget Paper No. 3 – Economic and Fiscal Outlook

Reader’s Guide to the 2020-21 Budget Statements (available electronically from www.ourstatebudget.wa.gov.au)



2020-21 B U D G E T

B U D G E T S T A T E M E N T S

Budget Paper No. 2
Volume 2

**PRESENTED TO THE LEGISLATIVE ASSEMBLY
ON 8 OCTOBER 2020**

2020-21 Budget Statements

(Budget Paper No. 2 Volume 2)

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Acknowledgement of Country

The Government of Western Australia acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of Aboriginal communities and their cultures; and to Elders past, present and emerging.

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2020-21 BUDGET

BUDGET STATEMENTS

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Further information pertaining to the 2020-21 Budget Statements can be found in the associated Reader's Guide to the Budget Statements which can be accessed at the Western Australian State Budget website: <http://ourstatebudget.wa.gov.au>.

Part 7

Community Safety

Introduction

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

Summary of Recurrent and Asset Investment Expenditure

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

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

Agency	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Corruption and Crime Commission		
– Total Cost of Services	28,017	27,741
– Asset Investment Program	912	1,300
Chemistry Centre (WA)		
– Total Cost of Services	29,997	28,678
– Asset Investment Program	2,514	2,500
Office of the Inspector of Custodial Services		
– Total Cost of Services	3,409	3,609
Parliamentary Inspector of the Corruption and Crime Commission		
– Total Cost of Services	644	809

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

Ministerial Responsibilities

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

Division 28 Western Australia Police Force

Part 7 Community Safety

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 63 Net amount appropriated to deliver services	1,361,126	1,384,498	1,403,840	1,417,591	1,456,751	1,492,560	1,541,293
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	4,825	4,825	4,712	4,622	4,640	4,661	4,682
Total appropriations provided to deliver services	1,365,951	1,389,323	1,408,552	1,422,213	1,461,391	1,497,221	1,545,975
ADMINISTERED TRANSACTIONS							
Amount provided for Administered Grants, Subsidies and Other Transfer Payments ^(b)	-	16,094	16,174	-	-	-	-
CAPITAL							
Item 128 Capital Appropriation	16,085	88,099	72,876	122,122	79,195	71,475	42,138
TOTAL APPROPRIATIONS	1,382,036	1,493,516	1,497,602	1,544,335	1,540,586	1,568,696	1,588,113
EXPENSES							
Total Cost of Services	1,530,676	1,581,360	1,595,077	1,628,953	1,636,255	1,676,430	1,725,740
Net Cost of Services ^(c)	1,374,484	1,423,273	1,444,680	1,477,696	1,479,795	1,521,208	1,569,115
Adjusted Total Cost of Services ^(d)	1,476,927	1,517,016	1,533,822	1,559,826	1,590,861	1,624,224	1,670,290
CASH ASSETS ^(e)	115,893	50,277	134,131	69,070	65,908	69,464	74,077

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) Administered Transactions funding of \$16.2 million in 2019-20 represents the Western Australia Police Force Redress Scheme to recognise and support former police officers medically retired due to a work-related illness or injury.
- (c) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (d) Adjusted Total Cost of Services excludes Road Trauma Trust Account (RTTA) grants for road safety initiatives delivered by other entities. These grants are considered on an annual basis and contribute to the variability in the Total Cost of Services recorded from 2020-21 to 2023-24. Further detail is provided in the Total Cost of Services - Reconciliation Table.
- (e) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Additional 150 Police Officers	-	17,332	17,929	18,681	19,428
Fremantle Police Complex	-	1,027	901	1,104	320
Multi-functional Policing Facilities Heating, Ventilation, and Air Conditioning (HVAC) Replacement (Tranche 3)	-	-	287	289	-
Refurbishment of Police Stations	-	1,371	-	-	-
RTTA					
Run-off Road Crashes Program	-	3,100	3,100	5,000	5,000
Safe Intersections Program	-	2,400	(650)	11,300	14,300
Tracking and Tracing Capabilities	1,392	4,688	3,210	3,271	3,331

	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
New Initiatives					
800 Additional Police Officers	-	13,011	50,674	81,507	111,592
Australian Firearms Information Network Integration	416	-	-	-	-
Body Armour	6,294	12,889	-	-	-
Fremantle Police Complex - Planning	180	402	-	-	-
National Criminal Intelligence System	447	600	-	-	-
National Disability Insurance Scheme - Worker Screening	-	165	83	85	86
Operation Heat Shield	5,000	-	-	-	-
Other COVID-19 - Operating Costs	24,473	10,565	3,739	3,321	3,397
Police and Community Youth Centres (PCYC) - Maintenance and Upgrades	305	5,595	-	-	-
Police Headquarters Planning	106	325	-	-	-
RTTA - Infringement Management Reform Program	-	3,097	5,538	4,724	383
Ongoing Initiatives					
CCTV					
Mandurah War Memorial	-	350	-	-	-
State Strategy	247	462	-	-	-
Government Office Accommodation Reform Program	-	(7,888)	(1,931)	(1,255)	(1,224)
Living Safe Together Intervention Program	214	-	-	-	-
Local Projects Local Jobs Grant	50	124	-	-	-
National Anti-gangs Squad	1,850	1,650	1,650	-	-
Police Radio Network - Commonwealth Legislated Radio Frequency	-	381	443	490	700
Police Services Expenditure	(11,791)	19,708	29,729	21,301	21,258
Proceeds of Crime	487	-	-	-	-
RTTA					
Education, Engagement and Implementation Program	(3)	636	390	318	498
Impaired Driving Program	652	-	-	-	40
Safe Speed Program	-	-	13	(1,468)	(1,573)
Vulnerable Road Users Program	-	36	77	118	243
Other					
2019-20 Operating Pressures	4,613	-	-	-	-
2020-21 Tariffs, Fees and Charges	-	168	168	168	168

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

Significant Issues Impacting the Agency

WA Recovery Plan and COVID-19 Pandemic Response

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

Keeping Communities Safer Together

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

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

Road Safety

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

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Metropolitan Policing Services.....	549,447	558,222	565,752	570,455	582,833	596,966	616,369
2. Regional and Remote Policing Services.....	415,850	422,629	432,331	431,859	444,624	456,764	473,273
3. Specialist Policing Services	497,891	519,419	523,097	534,480	540,984	549,115	563,386
4. Road Safety Commission	67,488	81,090	73,897	92,159	67,814	73,585	72,712
Total Cost of Services.....	1,530,676	1,581,360	1,595,077	1,628,953	1,636,255	1,676,430	1,725,740

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

Total Cost of Services - Reconciliation Table

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Total Cost of Services.....	1,530,676	1,581,360	1,595,077	1,628,953	1,636,255	1,676,430	1,725,740
Less:							
RTTA Grants to Other Entities ^(b)	53,749	64,344	61,255	69,127	45,394	52,206	55,450
Adjusted Total Cost of Services	1,476,927	1,517,016	1,533,822	1,559,826	1,590,861	1,624,224	1,670,290

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

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

Outcomes and Key Effectiveness Indicators ^(a)

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

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

Explanation of Significant Movements

(Notes)

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

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

Services and Key Efficiency Indicators

1. Metropolitan Policing Services

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

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

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

2. Regional and Remote Policing Services

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

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

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

3. Specialist Policing Services

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

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

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

4. Road Safety Commission

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

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

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

Explanation of Significant Movements

(Notes)

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

Asset Investment Program

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

WA Recovery Plan

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

Other Initiatives

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

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Fleet and Equipment							
Asset Equipment Management Program 2018-2021	18,319	9,321	3,685	8,998	-	-	-
Election Commitment - Meth Border Force	5,646	2,684	163	2,362	600	-	-
Helicopter Replacement	26,900	867	469	4,706	21,327	-	-
Royal Commission - Specialist Child Interview Recording Equipment	36	-	-	36	-	-	-
ICT and Radio Infrastructure							
Digital Policing - Mobility	5,699	1,422	1,422	4,277	-	-	-
ICT Optimisation Program 2017-2021	27,256	22,493	5,496	4,763	-	-	-
National Criminal Intelligence System	900	-	-	900	-	-	-
National Disability Insurance Worker Screening	560	-	-	560	-	-	-
State-wide CCTV Network	2,086	1,864	129	222	-	-	-

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Land and Buildings Infrastructure							
Armadale Courthouse and Police Complex	74,220	13,193	11,398	48,163	12,864	-	-
Custodial Facilities Upgrade Program 2018-2021	10,712	7,556	1,520	3,156	-	-	-
Election Commitment - Capel Police Station	7,930	3,157	2,811	4,773	-	-	-
Multi-functional Policing Facilities HVAC Replacement Tranche 1 (Royalties for Regions (RfR))	12,564	7,378	4,212	5,186	-	-	-
Officer Accommodation, Office Space and Child Friendly Interview Rooms in Remote Western Australia	3,654	1,273	941	2,381	-	-	-
Optus Stadium Deployment Centre	744	532	-	104	108	-	-
Police Station Upgrade Program 2018-2021	15,917	10,871	7,477	5,046	-	-	-
Westralia Square Accommodation	5,318	3,418	-	-	1,900	-	-
Police Radio Network - Community Safety Network Regional Radio Network Replacement Program	55,527	55,300	2,230	227	-	-	-
RTTA							
Automatic Number Plate Recognition - Technology Refresh	96	-	-	96	-	-	-
Breath and Drug Bus Replacement	726	264	264	462	-	-	-
Expansion of Automated Traffic Enforcement Strategy	9,955	9,455	1,182	500	-	-	-
Speed Camera Replacement Program	15,731	10,962	5,327	4,769	-	-	-
COMPLETED WORKS							
ICT and Radio Infrastructure - Recognition of Investing Activities from Recurrent Funding	7,220	7,220	7,220	-	-	-	-
Land and Buildings Infrastructure							
Accommodation Infrastructure Upgrades	48,780	48,780	41	-	-	-	-
Fremantle Police Complex Planning	15	15	15	-	-	-	-
Western Australia Police Force Perth Headquarters Planning	29	29	29	-	-	-	-
Police Radio Network - Commonwealth Legislated Radio Frequency Change	9,804	9,804	3,251	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
ICT and Radio Infrastructure - Electronic Tracking and Tracing Capability	4,554	2,842	2,842	1,712	-	-	-
Land and Buildings Infrastructure							
Fremantle Police Complex	49,234	-	-	2,980	18,782	27,472	-
Fremantle Water Police - Wharf and Jetty Renewal	4,180	-	-	4,180	-	-	-
Kununurra Police Station Alterations	500	-	-	500	-	-	-
Multi-functional Policing Facilities HVAC Replacement Tranche 2 (RfR)	5,828	-	-	5,039	789	-	-
HVAC Replacement Tranche 3	7,749	-	-	-	5,388	2,361	-
Refurbishment of Police Stations	21,900	-	-	21,900	-	-	-
Other New Works							
Fleet and Equipment - Asset Equipment Management Program 2022-2024	21,115	-	-	-	6,615	7,300	7,200
ICT and Radio Infrastructure							
Criminal Organisations Control Bill 2011 - ICT Systems	757	-	-	757	-	-	-
ICT Optimisation Program 2022-2024	6,592	-	-	-	972	2,264	3,356
National Domestic Violence Order Scheme	2,024	-	-	2,024	-	-	-
Land and Buildings Infrastructure							
Custodial Facilities Upgrade Program 2022-2024	7,920	-	-	-	2,640	2,640	2,640
Police Station Upgrade Program 2022-2024	11,880	-	-	-	3,960	3,960	3,960
Total Cost of Asset Investment Program	510,577	230,700	62,124	140,779	75,945	45,997	17,156
FUNDED BY							
Asset Sales			1	30	25	-	-
Capital Appropriation			26,702	86,900	44,184	36,433	6,600
Drawdowns from Royalties for Regions Fund			14,254	7,232	789	-	-
Drawdowns from the Holding Account			21,466	9,600	18,693	9,564	10,556
Internal Funds and Balances			(8,345)	31,367	2,033	-	-
Other			8,046	4,750	10,221	-	-
Other Grants and Subsidies			-	900	-	-	-
Total Funding			62,124	140,779	75,945	45,997	17,156

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

Financial Statements

Income Statement

Expenses

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

Income

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

Statement of Financial Position

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

Statement of Cashflows

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

INCOME STATEMENT ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	1,122,280	1,064,900	1,133,758	1,158,034	1,195,170	1,242,774	1,286,776
Grants and subsidies ^(d)	59,290	72,078	70,308	81,077	47,277	53,456	56,700
Supplies and services	162,967	169,859	176,449	168,771	167,257	158,132	157,414
Accommodation	57,797	38,580	56,925	53,429	60,242	62,077	62,884
Depreciation and amortisation	57,908	138,920	95,860	95,980	96,986	102,276	100,664
Finance and interest costs	-	26,396	1,609	2,731	3,171	3,107	2,904
Other expenses	70,434	70,627	60,168	68,931	66,152	54,608	58,398
TOTAL COST OF SERVICES	1,530,676	1,581,360	1,595,077	1,628,953	1,636,255	1,676,430	1,725,740
Income							
Sale of goods and services	2,635	6,026	1,492	2,560	2,608	2,656	2,706
Regulatory fees and fines	18,591	17,854	18,216	18,402	20,664	21,452	22,303
Grants and subsidies	4,973	2,461	4,393	5,611	2,561	911	911
RTTA revenue	97,144	101,304	97,845	94,242	98,990	97,834	97,834
Other revenue	32,849	30,442	28,451	30,442	31,637	32,369	32,871
Total Income	156,192	158,087	150,397	151,257	156,460	155,222	156,625
NET COST OF SERVICES	1,374,484	1,423,273	1,444,680	1,477,696	1,479,795	1,521,208	1,569,115
INCOME FROM STATE GOVERNMENT							
Service appropriations	1,365,951	1,389,323	1,408,552	1,422,213	1,461,391	1,497,221	1,545,975
Resources received free of charge	3,339	4,264	3,403	4,264	4,264	4,264	4,264
Royalties for Regions Fund: Regional Community Services Fund	17,326	19,525	15,559	18,972	19,029	19,076	19,286
TOTAL INCOME FROM STATE GOVERNMENT	1,386,616	1,413,112	1,427,514	1,445,449	1,484,684	1,520,561	1,569,525
SURPLUS/(DEFICIENCY) FOR THE PERIOD	12,132	(10,161)	(17,166)	(32,247)	4,889	(647)	410

(a) Full audited financial statements are published in the Western Australia Police Force's Annual Report.

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 8,581, 8,781 and 9,158 respectively.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

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

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	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.....	24,311	4,996	48,087	18,946	16,913	16,913	16,913
Restricted cash - RTTA	60,496	27,671	54,279	25,404	20,945	21,171	22,454
Restricted cash.....	18,477	798	14,953	4,578	4,578	4,578	4,578
Holding account receivables.....	18,866	14,351	12,600	17,970	8,849	12,449	12,449
Receivables	10,502	11,509	12,617	12,617	12,617	12,617	12,617
Other.....	5,348	8,962	5,315	5,315	5,315	5,315	5,315
Assets held for sale	-	-	702	702	702	702	702
Total current assets.....	138,000	68,287	148,553	85,532	69,919	73,745	75,028
NON-CURRENT ASSETS							
Holding account receivables.....	544,331	668,900	624,617	705,627	793,041	882,153	972,261
Property, plant and equipment.....	954,726	1,503,820	1,026,529	1,121,987	1,139,869	1,108,465	1,050,785
Intangibles	51,976	31,885	51,490	46,538	45,007	38,352	34,474
Restricted cash	12,609	16,812	16,812	20,142	23,472	26,802	30,132
Total non-current assets.....	1,563,642	2,221,417	1,719,448	1,894,294	2,001,389	2,055,772	2,087,652
TOTAL ASSETS	1,701,642	2,289,704	1,868,001	1,979,826	2,071,308	2,129,517	2,162,680
CURRENT LIABILITIES							
Employee provisions.....	178,682	174,471	210,026	214,229	218,432	222,635	226,838
Payables.....	22,991	19,940	12,845	12,845	12,845	12,845	12,845
Borrowings and leases	-	133,060	28,298	28,750	28,883	25,879	25,945
Other.....	16,096	16,318	23,570	23,570	23,570	23,570	23,570
Total current liabilities.....	217,769	343,789	274,739	279,394	283,730	284,929	289,198
NON-CURRENT LIABILITIES							
Employee provisions.....	80,602	68,096	83,703	83,703	83,703	83,703	83,703
Borrowings and leases	-	398,041	34,435	44,498	46,746	32,928	19,274
Other.....	303	328	1,254	1,254	1,254	1,254	1,254
Total non-current liabilities.....	80,905	466,465	119,392	129,455	131,703	117,885	104,231
TOTAL LIABILITIES	298,674	810,254	394,131	408,849	415,433	402,814	393,429
EQUITY							
Contributed equity.....	812,492	919,462	898,789	1,028,143	1,108,152	1,179,627	1,221,765
Accumulated surplus/(deficit).....	275,071	245,493	254,566	222,319	227,208	226,561	226,971
Reserves	315,405	314,495	320,515	320,515	320,515	320,515	320,515
Total equity	1,402,968	1,479,450	1,473,870	1,570,977	1,655,875	1,726,703	1,769,251
TOTAL LIABILITIES AND EQUITY	1,701,642	2,289,704	1,868,001	1,979,826	2,071,308	2,129,517	2,162,680

(a) Full audited financial statements are published in the Western Australia Police Force's Annual Report.

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	1,305,999	1,250,403	1,313,066	1,326,233	1,364,405	1,394,945	1,445,311
Capital appropriation ^(c)	16,085	88,099	72,876	122,122	79,195	71,475	42,138
Holding account drawdowns	19,669	18,866	21,466	9,600	18,693	9,564	10,556
Royalties for Regions Fund:							
Regional Community Services Fund	17,326	19,525	15,559	18,972	19,029	19,076	19,286
Regional Infrastructure and Headworks Fund	11,830	16,447	14,254	7,232	789	-	-
Receipts paid into Consolidated Account	(665)	-	-	-	-	-	-
Net cash provided by State Government	1,370,244	1,393,340	1,437,221	1,484,159	1,482,111	1,495,060	1,517,291
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(1,097,779)	(1,057,697)	(1,109,041)	(1,153,831)	(1,190,967)	(1,238,571)	(1,282,573)
Grants and subsidies	(59,297)	(72,078)	(68,966)	(81,077)	(47,277)	(53,456)	(56,700)
Supplies and services	(165,478)	(165,769)	(172,398)	(166,862)	(165,454)	(156,210)	(155,492)
Accommodation	(57,827)	(38,180)	(55,874)	(53,029)	(60,242)	(62,077)	(62,884)
GST payments	(42,570)	(32,911)	(44,525)	(32,911)	(32,911)	(32,911)	(32,911)
Finance and interest costs	-	(26,396)	(1,972)	(2,731)	(3,171)	(3,107)	(2,904)
Other payments	(67,105)	(67,351)	(59,772)	(60,474)	(57,189)	(45,764)	(49,554)
Receipts ^(d)							
Regulatory fees and fines	18,437	17,854	18,147	18,402	20,664	21,452	22,303
Grants and subsidies	8,802	2,461	3,260	5,611	2,561	911	911
Sale of goods and services	2,521	3,026	1,904	2,560	2,608	2,656	2,706
GST receipts	42,004	32,911	43,200	32,911	32,911	32,911	32,911
RTTA receipts	97,193	101,304	97,704	94,242	98,990	97,834	97,834
Other receipts	29,674	26,940	27,135	23,940	25,135	25,867	26,369
Net cash from operating activities	(1,291,425)	(1,275,886)	(1,321,198)	(1,373,249)	(1,374,342)	(1,410,465)	(1,459,984)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(59,105)	(86,976)	(62,124)	(140,779)	(75,945)	(45,997)	(17,156)
Proceeds from sale of non-current assets	1,089	-	443	30	25	-	-
Net cash from investing activities	(58,016)	(86,976)	(61,681)	(140,749)	(75,920)	(45,997)	(17,156)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(57,911)	(36,104)	(35,222)	(35,011)	(35,042)	(35,538)
Net cash from financing activities	-	(57,911)	(36,104)	(35,222)	(35,011)	(35,042)	(35,538)
NET INCREASE/(DECREASE) IN CASH HELD	20,803	(27,433)	18,238	(65,061)	(3,162)	3,556	4,613
Cash assets at the beginning of the reporting period	95,090	77,710	115,893	134,131	69,070	65,908	69,464
Cash assets at the end of the reporting period	115,893	50,277	134,131	69,070	65,908	69,464	74,077

(a) Full audited financial statements are published in the Western Australia Police Force's Annual Report.

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

(c) The 'Capital appropriation' includes the cash receipts of capital contribution from the Consolidated Account for Asset Investment Program, repayment of borrowings and leases and other receipts from equity contribution.

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

NET APPROPRIATION DETERMINATION (a)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual (b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Regulatory Fees and Fines							
Licences	10,089	10,853	10,231	9,572	11,833	12,621	13,472
Departmental	8,348	7,001	7,916	8,830	8,831	8,831	8,831
Grants and Subsidies							
Commonwealth - Other	3,046	1,951	1,585	1,951	401	401	401
Departmental	5,756	510	1,675	2,160	2,160	510	510
Sale of Goods and Services							
Departmental	2,521	3,026	1,904	2,560	2,608	2,656	2,706
GST Receipts							
GST Input Credits	38,279	27,523	40,523	27,523	27,523	27,523	27,523
GST Receipt on Sales	3,725	5,388	2,677	5,388	5,388	5,388	5,388
Other Receipts							
Departmental	26,972	26,510	15,787	11,232	13,047	13,772	14,267
Commonwealth - Other	3,099	1,930	1,835	1,933	1,933	1,933	1,933
TOTAL	101,835	84,692	84,133	71,149	73,724	73,635	75,031

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

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual (a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
INCOME							
Fines							
Firearms Licensing Infringements	237	100	169	100	100	100	100
Minor Infringement Penalties	637	710	377	710	710	710	710
Other							
Administered Appropriation (b)	-	16,094	16,174	-	-	-	-
Sale of Lost, Stolen and Forfeited Property	896	600	664	600	600	600	600
TOTAL ADMINISTERED INCOME	1,770	17,504	17,384	1,410	1,410	1,410	1,410
EXPENSES							
Other							
All Other Expenses (c)	222	16,344	16,473	250	250	250	250
Receipts Paid into the Consolidated Account	1,548	1,160	911	1,160	1,160	1,160	1,160
TOTAL ADMINISTERED EXPENSES	1,770	17,504	17,384	1,410	1,410	1,410	1,410

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

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

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

Division 29 **Justice**

Part 7 **Community Safety**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 64 Net amount appropriated to deliver services.....	1,177,794	1,255,602	1,279,707	1,305,700	1,258,412	1,233,044	1,202,932
Amount Authorised by Other Statutes							
- Children's Court of Western Australia Act 1988.....	372	405	431	405	406	407	408
- Criminal Injuries Compensation Act 2003.....	30,607	31,817	45,891	31,817	31,817	31,817	31,817
- District Court of Western Australia Act 1969.....	13,002	13,098	13,465	13,531	13,825	14,473	15,213
- Judges' Salaries and Pensions Act 1950	11,652	10,836	11,484	10,836	11,019	11,483	12,050
- Salaries and Allowances Act 1975.....	33,666	34,153	34,190	33,947	35,003	36,803	38,713
- Solicitor General Act 1969.....	535	594	636	594	595	596	597
- State Administrative Tribunal Act 2004.....	5,281	5,878	5,244	5,878	5,899	5,924	5,948
- Suitor's Fund Act 1964.....	35	31	23	31	31	31	31
Total appropriations provided to deliver services	1,272,944	1,352,414	1,391,071	1,402,739	1,357,007	1,334,578	1,307,709
CAPITAL							
Item 129 Capital Appropriation	19,039	59,398	49,491	68,385	116,079	92,830	52,176
TOTAL APPROPRIATIONS	1,291,983	1,411,812	1,440,562	1,471,124	1,473,086	1,427,408	1,359,885
EXPENSES							
Total Cost of Services	1,635,657	1,638,266	1,623,424	1,691,775	1,641,182	1,613,744	1,589,922
Net Cost of Services ^(b)	1,467,348	1,463,121	1,346,739	1,449,380	1,398,179	1,367,107	1,338,727
CASH ASSETS ^(c)	53,081	81,325	40,298	17,492	20,309	22,265	23,976

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

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

(c) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
New Initiatives					
COVID-19 Expenditure.....	2,060	-	-	-	-
Election Commitments					
Alcohol and Other Drug Rehabilitation Unit at Casuarina Prison.....	1,793	5,690	5,794	6,197	-
Family Violence Legislation Reform Act 2020.....	-	1,039	1,795	1,805	1,814
High Risk (Sexual and Violent) Offenders Board.....	1,099	2,520	3,477	4,922	4,981
Fines, Penalties, and Infringement Notices Enforcement (FPINE)					
Amendment Act 2020.....	235	4,730	5,105	5,970	5,890
Impact of Additional Police Officers on Courts.....	-	-	3,616	10,017	17,311
Justice of the Peace Reforms.....	-	959	1,210	1,215	1,219
Legal Aid					
COVID-19 Expenditure.....	522	-	-	-	-
Family Violence Legislation Reform Act 2020.....	-	582	658	668	679
FPINE Amendment Act 2020.....	544	1,002	1,042	1,083	1,096
High Risk (Sexual and Violent) Offenders Board.....	87	190	290	387	392
Impact of Additional Police Officers.....	-	-	2,336	4,817	7,456
Supplementation of Eligible Not-for-profit Contracts.....	474	754	1,001	1,208	1,432
Legal Assistance COVID-19 Project Agreement.....	3,155	3,995	-	-	-
National Legal Assistance Partnership (NLAP) Agreement 2020-25.....	-	50,458	51,116	50,731	51,408
Prison Industries: Mask Production.....	-	1,997	-	-	-
Ongoing Initiatives					
Acacia Prison Contract.....	980	885	-	-	-
Community Safety Network.....	(94)	-	-	-	233
Civil Litigation Team.....	624	764	-	-	-
District Court Resourcing.....	-	1,358	1,364	1,381	1,397
Election Commitment - Kimberley Juvenile Justice Strategy.....	-	2,124	2,141	352	357
Enhanced Driver Training and Education for Regional and Remote Communities Program.....	57	-	-	-	1,376
Justice Services Expenditure.....	35,828	62,280	57,780	28,784	(42,593)
Legal Aid Services Expenditure.....	1,580	1,660	-	-	-
Melaleuca Remand and Reintegration Facility Contract.....	2,622	6,977	5,051	4,846	4,692
National Redress Scheme.....	(71,883)	430	-	-	-
Plan for Our Parks Legal Team.....	-	500	500	500	500
Prison Services Evaluation.....	-	400	-	-	-
Registry of Births, Deaths and Marriages (RBDM) Digital Transformation Projects.....	-	-	-	-	140
Resolution of Native Title in the South West of Western Australia.....	-	190	-	-	-
Other					
Act of Grace and Ex-gratia Payments on Behalf of the State.....	1,217	-	-	-	-
Copyright Payments on Behalf of the State.....	825	-	-	-	-
Family Court - Commonwealth Grant Update.....	(22)	120	277	541	541
Indian Ocean Territories Service Delivery Agreement - Update.....	(127)	-	-	-	-
Legal Aid					
State Criminal Indictable Matters.....	3,153	-	-	-	-
State Expensive Criminal Cases.....	2,398	-	-	-	-
Mesothelioma Payments on Behalf of the State.....	1,469	-	-	-	-
Non-Government Human Services Sector Indexation Adjustment.....	(176)	(375)	(343)	(229)	(484)
Regional Workers Incentives Allowance.....	33	33	33	33	2,310
RiskCover Premiums.....	-	24,038	-	-	-
State Solicitor's Office Expensive Cases.....	661	-	-	-	-

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

Significant Issues Impacting the Agency

COVID-19 Pandemic Response

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

Other Significant Issues

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

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

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Court and Tribunal Services	496,142	405,799	400,307	388,218	396,002	405,627	422,584
2. Advocacy, Guardianship and Administration Services	7,033	7,845	8,968	9,057	9,365	9,591	9,777
3. Trustee Services	24,267	25,090	25,731	26,340	24,527	24,553	24,685
4. National Redress Scheme for Institutional Child Sexual Abuse	n/a	81,337	9,356	26,350	24,725	22,150	20,147
5. Births, Deaths and Marriages	7,211	9,824	7,581	9,168	9,468	9,502	9,664
6. Services to Government	58,632	62,583	67,025	71,672	75,852	75,799	83,892
7. Legal Aid Assistance	48,566	44,935	53,381	105,026	103,720	107,301	110,870
8. Adult Corrective Services	897,862	902,685	955,325	958,823	899,431	865,550	813,695
9. Youth Justice Services	95,944	98,168	95,750	97,121	98,092	93,671	94,608
Total Cost of Services	1,635,657	1,638,266	1,623,424	1,691,775	1,641,182	1,613,744	1,589,922

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

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19	2019-20	2019-20	2020-21	
	Actual	Budget	Actual ^(b)	Budget Target	Note
Outcome: An efficient, accessible court and tribunal system:					
Supreme Court - Criminal - time to trial	39 weeks	28 weeks	45 weeks	28 weeks	1
Supreme Court - Civil - time to finalise non-trial matters	24 weeks	19 weeks	24 weeks	19 weeks	2
District Court - Criminal - time to trial.....	41 weeks	32 weeks	45 weeks	32 weeks	3
State Administrative Tribunal - time to finalise.....	14 weeks	15 weeks	15 weeks	15 weeks	
Family Court of Western Australia - time to finalise non-trial matters	45 weeks	27 weeks	48 weeks	27 weeks	4
Magistrates Court - Criminal and Civil - time to trial	25 weeks	19 weeks	23 weeks	19 weeks	5
Coroner's Court - time to trial	151 weeks	128 weeks	86 weeks	128 weeks	6
Fines Enforcement Registry - percentage of fines satisfied within 12 months					
Fines and costs.....	31%	35%	32%	35%	7
Infringements	52%	57%	51%	57%	
Outcome: Trustee, Guardianship and Administration services are accessible to all Western Australians:					
Percentage of guardians of last resort allocated in one day	82%	95%	96%	95%	
Percentage of Western Australian deceased estates administered by the Public Trustee.....	4.1%	4%	4.8%	4%	8
Percentage of clients who have services provided by the Public Trustee under an operating subsidy	57%	50%	63%	60%	9
Percentage of requests for information under the National Redress Scheme responded to within eight weeks.....	n/a	50%	97%	50%	10
Outcome: Western Australian birth, death, marriage and change of name certificates are accurate and accessible:					
Percentage of certified certificates issued within two days ^(c)	n/a	n/a	n/a	90%	
Extent to which registration source information is recorded error-free ^(d)	n/a	n/a	n/a	97%	
Outcome: Government receives quality and timely legal, legislative drafting and publication services:					
Extent to which government agencies are satisfied with legal services.....	100%	95%	100%	95%	
Extent to which legislation is drafted in a timely manner to effect the Government's legislative program	100%	95%	100%	95%	
Extent to which legislation is published in a timely manner	n/a	98%	100%	98%	
Outcome: Equitable access to legal services and information:					
Percentage of eligible applicants who receive a grant of legal aid	88%	85%	89%	85%	
Percentage of people who are provided with a duty lawyer service	21%	20%	20%	20%	
Percentage of people receiving an outcome from Infoline services.....	n/a	69%	68%	69%	
Outcome: A safe, secure and decent corrective services which contributes to community safety and reduces offenders' involvement in the justice system:					
Number of escapes - adult	10	nil	5	nil	
Rate of return - offender programs - adult	41.6%	39%	37.1%	39%	
Average out of cell hours - adult.....	11.37	12	11.27	12	

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

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

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

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

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators

1. Court and Tribunal Services

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

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

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

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

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

Explanation of Significant Movements

(Notes)

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

2. Advocacy, Guardianship and Administration Services

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

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

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

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

Explanation of Significant Movements

(Notes)

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

3. Trustee Services

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

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

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

Explanation of Significant Movements

(Notes)

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

4. National Redress Scheme for Institutional Child Sexual Abuse

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

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

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

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

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

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

Explanation of Significant Movements

(Notes)

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

5. Births, Deaths and Marriages

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

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

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

Explanation of Significant Movements

(Notes)

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

6. Services to Government

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

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

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

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

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

7. Legal Aid Assistance

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

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

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

Explanation of Significant Movements

(Notes)

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

8. Adult Corrective Services

An adult offender system that:

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

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

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

Explanation of Significant Movements

(Notes)

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

9. Youth Justice Services

An accessible and equitable juvenile offender system which:

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

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

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

Explanation of Significant Movements

(Notes)

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

Asset Investment Program

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

WA Recovery Plan

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

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Administrative							
Information Projects							
Corporate Information Management Systems.....	12,930	10,034	534	868	676	676	676
ICT Infrastructure Upgrade	31,745	26,302	697	1,759	1,228	1,228	1,228
State Solicitor's Office - Legal Practice Systems	500	199	-	301	-	-	-
Physical Infrastructure							
Replacement Office and Other Equipment.....	13,666	6,087	1,041	2,407	1,724	1,724	1,724
Specialist Equipment	2,840	537	537	599	568	568	568
Community Corrections - Office Establishment and							
Refurbishment	5,681	2,345	1,366	834	834	834	834
Courts							
Building Infrastructure and Maintenance	9,672	4,259	992	1,570	1,281	1,281	1,281
Court and Judicial Security	11,170	8,850	793	580	580	580	580
Court Audiovisual Maintenance and Enhancements	25,001	19,293	1,468	1,427	1,427	1,427	1,427
Fines Enforcement Reform.....	1,000	-	-	1,000	-	-	-
State Administrative Tribunal - Case Management							
System Upgrade	1,500	411	411	1,089	-	-	-
Supreme Court (Stirling Gardens) Building Upgrades	2,177	136	136	2,041	-	-	-
Custodial							
Building Infrastructure and Maintenance							
Adult Facilities.....	51,243	40,215	4,639	2,757	2,757	2,757	2,757
Youth Facilities.....	5,672	4,276	131	349	349	349	349
Building Upgrades and Replacement	87,759	73,588	2,265	3,929	3,414	3,414	3,414
Bunbury Regional Prison Expansion	25,404	22,889	12,175	2,515	-	-	-
Casuarina Prison							

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Alcohol and Other Drugs Rehabilitation Unit.....	720	-	-	720	-	-	-
Security System Upgrade	3,273	13	13	3,260	-	-	-
Expansion - Stage 1	96,431	94,666	71,882	1,765	-	-	-
Expansion - Stage 2	182,362	535	466	27,749	81,454	57,291	15,333
Custodial Infrastructure Program - Administered Equity	138,818	138,105	1,830	713	-	-	-
Election Commitment Methamphetamine Action Plan Drug Testing.....	600	131	-	469	-	-	-
Wandoo Facility Infrastructure	9,584	9,129	645	455	-	-	-
Greenough Regional Prison - Female Unit Upgrade	12,347	389	389	11,892	66	-	-
Prison Industries - Mobile Plant	5,780	2,213	663	1,473	698	698	698
Regional Prison Planning	1,400	123	123	1,277	-	-	-
COMPLETED WORKS							
COVID-19 WA Recovery Plan							
Supreme Court Fit-out Costs	999	999	999	-	-	-	-
Other Completed Works							
Administrative - Information Projects - Replacement of Western Australian Registration System	5,378	5,378	649	-	-	-	-
Community Corrections - Office Accommodation Goldfields Esperance (Kalgoorlie)	466	466	450	-	-	-	-
Courts Fitzroy Crossing Courthouse	53	53	53	-	-	-	-
Kununurra, Broome and Karratha Courthouses	39,892	39,892	93	-	-	-	-
Custodial - Community Safety Network	500	500	96	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Bandyup Women's Prison - Subacute Mental Health Service.....	2,400	-	-	2,400	-	-	-
Other New Works							
Administrative High Risk Offenders Board	542	-	-	-	542	-	-
Digital Transformation Projects - Western Australian Registration System - RBDM	700	-	-	300	200	200	-
Public Trustee - Management Accounting Trust Environment System Refresh	2,600	-	-	650	650	650	650
Custodial - Ligature Minimisation Program	1,500	-	-	500	500	500	-
Total Cost of Asset Investment Program	794,305	512,013	105,536	77,648	98,948	74,177	31,519
FUNDED BY							
Capital Appropriation			24,593	40,004	86,473	61,702	19,244
Drawdowns from Royalties for Regions Fund			11,458	-	-	-	-
Drawdowns from the Holding Account			11,625	11,625	11,625	11,625	11,625
Funding Included in Department of Treasury Administered Item			72,261	713	-	-	-
Internal Funds and Balances			(14,401)	25,306	850	850	650
Total Funding			105,536	77,648	98,948	74,177	31,519

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

Financial Statements

Income Statement

Income

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

Expenses

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

INCOME STATEMENT ^(a) (Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	872,681	761,200	833,809	810,008	783,642	742,793	738,481
Grants and subsidies ^(d)	97,643	174,884	127,797	180,565	178,375	180,523	181,122
Supplies and services	339,274	355,151	346,692	364,920	372,853	380,331	376,886
Accommodation	98,878	58,303	101,351	101,804	102,565	103,335	103,928
Depreciation and amortisation	56,486	115,599	78,244	74,154	74,013	74,006	73,627
Finance and interest costs	34,622	69,935	37,184	34,727	33,651	32,288	29,802
Other expenses	136,073	103,194	98,347	125,597	96,083	100,468	86,076
TOTAL COST OF SERVICES	1,635,657	1,638,266	1,623,424	1,691,775	1,641,182	1,613,744	1,589,922
Income							
Sale of goods and services	35,985	39,663	37,004	39,602	40,245	41,012	42,279
Regulatory fees and fines	79,319	86,689	78,351	91,146	93,712	96,425	99,384
Grants and subsidies	15,060	15,426	18,279	69,999	66,819	66,698	67,375
Other revenue	33,368	28,790	138,356	36,998	37,577	37,852	37,507
Resources received free of charge Commonwealth	4,577	4,577	4,695	4,650	4,650	4,650	4,650
Total Income	168,309	175,145	276,685	242,395	243,003	246,637	251,195
NET COST OF SERVICES	1,467,348	1,463,121	1,346,739	1,449,380	1,398,179	1,367,107	1,338,727
INCOME FROM STATE GOVERNMENT							
Service appropriations	1,272,944	1,352,414	1,391,071	1,402,739	1,357,007	1,334,578	1,307,709
Resources received free of charge	4,554	3,825	4,256	3,825	3,825	3,825	3,825
Liabilities assumed by the Treasurer ^(e)	99,623	16,450	-	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	9,122	9,541	9,416	9,785	9,841	4,089	3,919
Other appropriations	-	-	-	6,375	4,434	4,213	4,043
Other revenues	1,236	81,337	9,901	26,427	24,441	21,771	19,750
TOTAL INCOME FROM STATE GOVERNMENT	1,387,479	1,463,567	1,414,644	1,449,151	1,399,548	1,368,476	1,339,246
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(79,869)	446	67,905	(229)	1,369	1,369	519

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 6,754, 7,424 and 7,658 respectively.

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(a) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Accused Costs Payments.....	4,267	1,379	4,636	1,379	1,379	1,379	1,379
Criminal Injuries Compensation Payments.....	31,569	31,817	43,814	31,817	31,817	31,817	31,817
Ex-gratia and Act of Grace Payments	-	-	1,217	-	-	-	-
Legal Aid Assistance Grant	48,566	44,935	53,446	104,486	103,171	106,742	110,301
National Redress Scheme.....	-	80,414	8,354	24,981	23,752	21,499	19,476
Other Grants, Subsidies and Transfer Payments.....	1,636	3,506	4,054	4,535	4,757	5,270	3,656
Prisoner Gratuity Payments.....	11,605	12,833	12,276	13,367	13,499	13,816	14,493
TOTAL	97,643	174,884	127,797	180,565	178,375	180,523	181,122

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19 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.....	38,461	72,543	25,362	3,709	6,526	8,482	10,193
Restricted cash.....	6,800	2,790	4,736	2,958	2,958	2,958	2,958
Holding account receivables.....	11,625	11,625	11,625	11,625	11,625	11,625	11,625
Receivables.....	19,061	16,284	19,201	19,201	19,201	19,201	19,201
Other.....	9,154	4,944	10,535	10,535	10,535	10,535	10,535
Total current assets.....	85,101	108,186	71,459	48,028	50,845	52,801	54,512
NON-CURRENT ASSETS							
Holding account receivables.....	457,080	561,054	517,602	580,131	642,519	704,900	766,902
Property, plant and equipment.....	2,193,383	2,987,055	2,379,501	2,409,232	2,445,183	2,449,791	2,413,074
Intangibles.....	9,418	6,870	7,798	7,398	6,898	6,398	6,198
Restricted cash.....	7,820	5,992	10,200	10,825	10,825	10,825	10,825
Other.....	-	1,963	-	-	-	-	-
Total non-current assets.....	2,667,701	3,562,934	2,915,101	3,007,586	3,105,425	3,171,914	3,196,999
TOTAL ASSETS.....	2,752,802	3,671,120	2,986,560	3,055,614	3,156,270	3,224,715	3,251,511
CURRENT LIABILITIES							
Employee provisions.....	144,523	144,244	163,416	164,041	164,666	165,291	165,916
Payables.....	108,502	92,908	89,291	90,929	92,567	93,379	94,596
Borrowings and leases.....	9,216	37,781	25,696	26,861	27,932	29,361	30,960
Total current liabilities.....	262,241	274,933	278,403	281,831	285,165	288,031	291,472
NON-CURRENT LIABILITIES							
Employee provisions.....	29,928	29,083	34,209	34,209	34,209	34,209	34,209
Borrowings and leases.....	391,180	1,069,555	395,587	392,344	372,218	343,598	314,258
Total non-current liabilities.....	421,108	1,098,638	429,796	426,553	406,427	377,807	348,467
TOTAL LIABILITIES.....	683,349	1,373,571	708,199	708,384	691,592	665,838	639,939
EQUITY							
Contributed equity.....	2,207,552	2,360,543	2,340,760	2,409,858	2,525,937	2,618,767	2,670,943
Accumulated surplus/(deficit).....	(138,099)	(62,994)	(70,194)	(70,423)	(69,054)	(67,685)	(67,166)
Reserves.....	-	-	7,795	7,795	7,795	7,795	7,795
Total equity.....	2,069,453	2,297,549	2,278,361	2,347,230	2,464,678	2,558,877	2,611,572
TOTAL LIABILITIES AND EQUITY.....	2,752,802	3,671,120	2,986,560	3,055,614	3,156,270	3,224,715	3,251,511

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

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	1,209,208	1,236,815	1,318,924	1,328,585	1,282,994	1,260,572	1,234,082
Capital appropriation	19,039	59,398	49,491	68,385	116,079	92,830	52,176
Administered equity contribution	29,218	65,030	72,261	713	-	-	-
Holding account drawdowns	11,049	11,625	11,625	11,625	11,625	11,625	11,625
Royalties for Regions Fund:							
Regional Community Services Fund	9,122	9,541	9,416	9,785	9,841	4,089	3,919
Regional Infrastructure and Headworks Fund	13,136	11,258	11,458	-	-	-	-
Other	-	81,337	9,901	26,427	24,441	21,771	19,750
Administered appropriations	-	-	-	6,375	4,434	4,213	4,043
Net cash provided by State Government	1,290,772	1,475,004	1,483,076	1,451,895	1,449,414	1,395,100	1,325,595
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(741,952)	(744,135)	(808,288)	(809,383)	(783,017)	(742,168)	(737,856)
Grants and subsidies	(86,038)	(161,740)	(115,521)	(166,261)	(163,444)	(165,576)	(166,159)
Supplies and services	(375,328)	(354,681)	(377,429)	(364,450)	(372,383)	(379,861)	(374,469)
Accommodation	(53,215)	(53,653)	(96,656)	(97,154)	(97,915)	(98,685)	(97,400)
GST payments	(69,209)	(61,300)	(73,138)	(61,300)	(61,300)	(61,300)	(61,300)
Finance and interest costs	(34,622)	(67,325)	(37,184)	(32,067)	(31,853)	(31,492)	(29,802)
Other payments	(92,883)	(97,659)	(106,033)	(122,393)	(92,448)	(96,692)	(85,329)
Receipts ^(c)							
Regulatory fees and fines	79,320	86,689	79,389	91,146	93,712	96,425	99,384
Grants and subsidies	15,060	15,426	18,279	69,999	66,819	66,698	67,375
Sale of goods and services	35,972	39,663	37,041	39,000	39,628	40,379	41,630
GST receipts	67,681	61,300	71,668	61,300	61,300	61,300	61,300
Other receipts	16,272	15,646	21,253	23,296	23,263	23,538	23,193
Net cash from operating activities	(1,238,942)	(1,321,769)	(1,386,619)	(1,368,267)	(1,317,638)	(1,287,434)	(1,259,433)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(74,372)	(110,266)	(105,536)	(77,648)	(98,948)	(74,177)	(31,519)
Net cash from investing activities	(74,372)	(110,266)	(105,536)	(77,648)	(98,948)	(74,177)	(31,519)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(11,059)	(40,750)	(3,704)	(28,786)	(30,011)	(31,533)	(32,932)
Proceeds from borrowings	5,153	-	-	-	-	-	-
Net cash from financing activities	(5,906)	(40,750)	(3,704)	(28,786)	(30,011)	(31,533)	(32,932)
NET INCREASE/(DECREASE) IN CASH HELD	(28,448)	2,219	(12,783)	(22,806)	2,817	1,956	1,711
Cash assets at the beginning of the reporting period	81,371	79,106	53,081	40,298	17,492	20,309	22,265
Net cash transferred to/from other agencies	158	-	-	-	-	-	-
Cash assets at the end of the reporting period	53,081	81,325	40,298	17,492	20,309	22,265	23,976

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

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

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

NET APPROPRIATION DETERMINATION (a)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual (b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Regulatory Fees and Fines							
District Court Fees	6,945	7,630	7,590	8,193	8,357	8,461	8,722
Family Court Fees	6,588	6,671	6,626	6,871	6,871	7,077	7,295
Fines Enforcement Registry Fees.....	44,950	49,383	44,540	52,145	54,040	55,955	57,667
Jurors Infringement Fees.....	11	9	14	9	8	8	8
Magistrates Court Fees	9,205	9,833	8,129	10,074	10,330	10,647	10,975
Sheriff's Office Fees	333	297	345	303	309	315	325
State Administrative Tribunal Fees	715	869	671	886	904	922	950
Supreme Court Fees	10,573	11,997	11,474	12,665	12,893	13,040	13,442
Grants and Subsidies							
Commonwealth Grants	14,577	14,947	17,994	69,520	66,340	66,219	66,896
Departmental	483	479	285	479	479	479	479
Sale of Goods and Services							
Other Receipts.....	197	1,002	161	229	132	116	533
Proceeds from Sale of Industry Goods	2,195	2,500	2,426	2,360	2,389	2,445	2,555
Public Trustee Contributions - Estate Fees and Other Revenue.....	19,900	20,756	21,604	21,799	22,336	22,887	23,451
RBDM	7,518	9,123	7,307	7,830	7,989	8,149	8,309
State Solicitor Fees.....	6,162	6,282	5,543	6,782	6,782	6,782	6,782
GST Receipts							
GST Input Credits	63,021	56,800	67,111	56,800	56,800	56,800	56,800
GST Receipts on Sales	4,660	4,500	4,557	4,500	4,500	4,500	4,500
Other Receipts							
Public Trustee Contribution - Common Account Surplus Interest.....	3,300	3,579	3,559	3,642	3,600	3,400	3,400
Recoup of Building Disputes Revenue	1,391	1,800	1,902	1,200	1,200	1,200	1,200
Recoup of Criminal Injury Awards.....	1,625	1,776	1,667	1,776	1,776	1,776	1,776
Recoup of Employee Contributions - Housing Leased from Government Regional Officer Housing	-	-	2,370	1,700	1,754	1,834	1,992
Recoup of Employee Contributions - Vehicles Leased from State Fleet.....	-	-	270	638	653	668	668
Recoup of Legal Costs	1,813	400	963	800	800	800	800
Recoup of Other Costs	1,861	3,264	5,713	8,113	8,053	8,433	7,930
Recoup of Prisoner Telephone Calls	3,729	4,122	2,747	4,122	4,122	4,122	4,122
Recoup of Residential Tenancy Payments	1,950	696	1,869	1,296	1,296	1,296	1,296
Recoup of Salary Costs	603	9	193	9	9	9	9
TOTAL	214,305	218,724	227,630	284,741	284,722	288,340	292,882

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

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
INCOME							
Other							
Confiscation of Assets.....	10,706	11,000	15,423	11,000	11,000	11,000	11,000
Fines and Penalties	31,591	34,250	31,139	36,507	37,636	38,764	38,810
Other Revenue.....	124,222	10,204	174,728	10,204	10,204	10,204	10,204
Speed and Red Light Fines.....	18,618	21,010	18,054	16,606	21,621	21,928	21,928
TOTAL ADMINISTERED INCOME	185,137	76,464	239,344	74,317	80,461	81,896	81,942
EXPENSES							
Grants to Charitable and Other Public Bodies							
Grants Paid from the Confiscation Proceeds Account	1,498	4,000	1,743	3,700	4,000	4,000	4,000
Other							
Confiscation Expenses Paid from the Confiscation Proceeds Account.....	8,228	7,000	8,756	7,300	7,000	7,000	7,000
Other Expenses	123,452	900	246,237	900	900	900	900
Payment to Road Trauma Trust Account....	18,618	21,010	18,034	16,606	21,621	21,928	21,928
Receipts Paid into the Consolidated Account	42,738	43,554	42,046	45,811	46,940	48,068	48,114
TOTAL ADMINISTERED EXPENSES	194,534	76,464	316,816	74,317	80,461	81,896	81,942

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

Legal Aid Commission of Western Australia

Part 7 Community Safety

Asset Investment Program

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

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Computer Hardware and Software Replacement Program....	12,472	6,018	452	2,152	1,494	1,406	1,402
Office Refurbishment and Fit-outs.....	3,623	2,261	79	1,108	169	85	-
Total Cost of Asset Investment Program	16,095	8,279	531	3,260	1,663	1,491	1,402
FUNDED BY							
Internal Funds and Balances.....			531	3,260	1,663	1,491	1,402
Total Funding.....			531	3,260	1,663	1,491	1,402

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

Division 30 Fire and Emergency Services

Part 7 Community Safety

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 65 Net amount appropriated to deliver services.....	22,168	23,715	50,112	67,517	26,192	23,339	23,481
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	1,041	1,041	1,041	1,041	1,045	1,048	1,050
Total appropriations provided to deliver services	23,209	24,756	51,153	68,558	27,237	24,387	24,531
ADMINISTERED TRANSACTIONS							
Item 66 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	48,622	244,347	244,347	85,000	45,000	45,000	45,000
CAPITAL							
Item 130 Capital Appropriation	-	-	-	2,493	4,767	20	20
TOTAL APPROPRIATIONS	71,831	269,103	295,500	156,051	77,004	69,407	69,551
EXPENSES							
Total Cost of Services	435,494	449,286	470,657	472,293	461,532	456,713	464,465
Net Cost of Services ^(b)	6,723	17,583	23,237	73,822	27,683	7,238	(6,229)
CASH ASSETS ^(c)	71,815	51,170	84,368	39,232	22,585	35,294	55,751

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

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

(c) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Volunteer Facilities Upgrades.....	-	4,000	4,000	-	-
New Initiatives					
Bushfire Planning and Policy Review	131	88	-	-	-
Enhanced Strategic Aerial Intelligence Surveillance and Reconnaissance	-	1,805	1,585	1,616	1,639
Esperance Region Radio Communications Enhancement.....	-	-	32	57	57
National Partnership on Disaster Risk Reduction.....	-	850	2,506	2,506	6,668
Western Australia Emergency Management Training Centre Business Case	-	2,050	-	-	-
Ongoing Initiatives					
Bushfire Mitigation Activity Fund - Department of Planning, Lands and Heritage Grants	3,166	-	-	-	-
Emergency Alert System Phase 4.....	-	4,513	-	-	-
Large Air Tanker and Lead Aircraft	2,339	-	-	-	-
Royalties for Regions Regional Workers Incentive Allowance Payments.....	106	106	106	106	106
Other					
Bushfire Suppression and Natural Hazard Incidents	21,971	-	-	-	-
Interstate and Overseas Deployment.....	2,603	-	-	-	-
RiskCover Insurance Premiums	-	1,115	-	-	-

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

Significant Issues Impacting the Agency

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

Aerial Intelligence and Capability

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

Frontline Communication and Public Safety

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

National Disaster Risk Reduction Framework

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

WA Emergency Management Training

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

Bushfire Mitigation and Management

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

WA Recovery Plan

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

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2018-19 Actual ^(a) \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Community Awareness, Education and Information Services.....	10,489	11,609	11,992	10,829	10,326	10,467	10,655
2. Health, Safety, Wellbeing and Training Services.....	20,004	25,679	24,032	23,221	21,223	21,510	21,890
3. Delivery of Frontline Services Before, During and After Incidents	405,001	411,998	434,633	438,243	429,983	424,736	431,920
Total Cost of Services.....	435,494	449,286	470,657	472,293	461,532	456,713	464,465

- (a) On 28 January 2020, the Department received approval to revise the Outcome Based Management (OBM) structure to better represent its strategic direction. As a result, Total Cost of Service summary, Income, Net Cost of Services, Employees (full-time equivalents) and efficiency indicators have been revised with previously reported 2019-20 Budget comparatives restated.
- (b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Outcomes and Key Effectiveness Indicators ^(a)

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

- (a) Further detail in support of the Key Effectiveness Indicators is provided in the Department's Annual Report.
- (b) On 28 January 2020, the Department received approval to revise the OBM structure. As a result, the effectiveness indicators for 2018-19 are not reportable.
- (c) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators

1. Community Awareness, Education and Information Services

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

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

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

Explanation of Significant Movements

(Notes)

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

2. Health, Safety, Wellbeing and Training Services

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

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

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

Explanation of Significant Movements

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

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

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

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

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

Explanation of Significant Movements

(Notes)

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

Asset Investment Program

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

WA Recovery Plan

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

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Land and Building Works							
Bushfire Centre of Excellence	15,558	5,250	5,250	9,458	850	-	-
Career Fire Rescue Service (CFRS) Cockburn Fire Station.....	11,120	2,652	2,155	8,368	100	-	-
CFRS Kensington Fire Station.....	7,970	2,100	1,953	5,820	50	-	-
Koolinup Emergency Service Centre in Collie	12,881	1,691	1,691	9,827	1,363	-	-
Urgent Minor Works.....	60,456	20,522	2,783	11,464	5,078	5,205	7,114
Volunteer Fire Rescue Service (VFRS)/Volunteer Fire and Emergency Service (VFES) Upgrade and Replacement Program	20,600	1,531	622	3,069	2,000	2,000	2,000
Plant and Equipment Works							
Equipment Replacement Program.....	27,211	12,583	1,448	2,805	1,823	2,000	2,000
CFRS Combined Ladder Platform Half Life Refurbishment.....	5,051	214	-	2,500	1,300	-	437
CFRS Incident Control Vehicle Replacement Program	2,229	498	12	340	260	265	90
CFRS Specialist Equipment Tender and Pod Carrier Replacement Program	900	-	-	900	-	-	-
CFRS Urban Pump Replacement Program	50,667	23,360	388	4,023	9,211	5,753	8,320
Communication and Information and Communications							
Technologies Support Replacement Program	1,104	492	-	-	173	177	-
Light Tanker Replacement Program	38,894	8,970	496	4,471	6,524	5,410	4,860
Personnel Transport, Training and Fleet Asset Replacement Program	3,118	278	-	1,885	632	323	-
VFES Unit Fleet Replacement Program	25,485	17,188	2,913	4,017	-	-	1,389
VFRS Road Crash Rescue Trailer Replacement Program	3,169	2,382	1,941	477	-	-	-
VFRS Urban Tanker Replacement Program	26,855	16,335	9,590	2,792	1,958	1,329	1,059

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COMPLETED WORKS							
Intangible Asset Development - Volunteer Portal	3,056	3,056	1,806	-	-	-	-
Land and Building Works - CFRS Vincent Fire Station	18,110	18,110	188	-	-	-	-
Plant and Equipment Works							
Bushfire Centre of Excellence	139	139	139	-	-	-	-
Handheld Radio Equipment Replacement Program	2,792	2,792	36	-	-	-	-
Incident Response and Information System Replacement Program	4,858	4,858	50	-	-	-	-
NEW WORKS							
WA Recovery Plan							
Land and Building Works - VFRS/VFES Facilities Upgrades	7,000	-	-	2,333	4,667	-	-
Other							
Plant and Equipment Works - Fixed Repeater Tower (Esperance)	355	-	-	34	321	-	-
Total Cost of Asset Investment Program	349,578	145,001	33,461	74,583	36,310	22,462	27,269
Loans and Other Repayments			6,389	6,895	6,905	6,916	6,926
Total	349,578	145,001	39,850	81,478	43,215	29,378	34,195
FUNDED BY							
Asset Sales			1,391	20,949	-	-	-
Borrowings			9,873	3,949	3,949	3,949	3,949
Capital Appropriation			-	2,493	4,767	20	20
Drawdowns from Royalties for Regions Fund			2,693	8,830	1,358	-	-
Emergency Services Levy			23,462	6,939	3,059	9,727	14,153
Internal Funds and Balances			2,431	59,267	30,082	15,682	16,073
Total Funding			39,850	81,478	43,215	29,378	34,195

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

Financial Statements

Income Statement

Expenses

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

Income

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

Statement of Financial Position

Assets

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

Liabilities

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

Statement of Cashflows

State Government

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

Investing Activities

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

Financing Activities

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

INCOME STATEMENT ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	223,342	222,914	236,479	228,174	231,840	234,678	237,318
Grants and subsidies ^(d)	44,887	64,869	48,197	70,265	69,324	66,032	70,013
Supplies and services	96,424	80,420	92,542	78,824	71,722	70,912	72,267
Accommodation	13,388	9,600	10,924	10,873	11,118	11,122	11,116
Depreciation and amortisation	23,244	32,019	41,138	43,674	40,184	40,873	39,899
Finance and interest costs	1,493	2,456	1,929	2,017	3,702	3,135	2,627
Other expenses	32,716	37,008	39,448	38,466	33,642	29,961	31,225
TOTAL COST OF SERVICES	435,494	449,286	470,657	472,293	461,532	456,713	464,465
Income							
Sale of goods and services	11,296	9,344	11,893	9,231	9,159	8,930	8,705
Emergency Services Levy	393,390	405,140	406,206	372,537	408,278	428,777	450,217
Grants and subsidies	19,481	13,565	20,115	12,830	12,535	7,885	7,885
Other revenue	4,604	3,654	9,206	3,873	3,877	3,883	3,887
Total Income	428,771	431,703	447,420	398,471	433,849	449,475	470,694
NET COST OF SERVICES	6,723	17,583	23,237	73,822	27,683	7,238	(6,229)
INCOME FROM STATE GOVERNMENT							
Service appropriations	23,209	24,756	51,153	68,558	27,237	24,387	24,531
Resources received free of charge	3,314	2,273	1,514	2,273	2,273	2,273	2,273
Royalties for Regions Fund:							
Regional Community Services Fund ^(e)	5,487	1,603	1,103	1,232	1,482	1,232	1,232
TOTAL INCOME FROM STATE GOVERNMENT	32,010	28,632	53,770	72,063	30,992	27,892	28,036
SURPLUS/(DEFICIENCY) FOR THE PERIOD	25,287	11,049	30,533	(1,759)	3,309	20,654	34,265

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 1,660, 1,691 and 1,743 respectively.

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
All Western Australians Reducing Emergencies							
Program	156	200	127	200	200	200	200
Chemistry Centre - Emergency Response Services	-	1,500	1,500	1,500	1,500	1,500	1,500
Fire Crew Protection	3,615	-	-	-	-	-	-
Local Government							
Community Emergency Service Managers	2,391	2,643	2,361	2,619	2,646	2,713	2,713
Emergency Services Grants	23,891	33,055	28,022	37,976	38,460	35,149	35,149
National Bushfire Mitigation Program	66	-	28	27	-	-	-
National Disaster Risk Reduction	-	-	-	850	2,506	2,506	6,668
Natural Disaster Resilience Program	229	2,432	691	1,431	711	357	186
Other	2,047	2,063	1,909	2,066	2,070	2,088	2,088
Prepared Communities	-	-	-	60	-	-	-
Rural Fire Division							
Bushfire Centre of Excellence Facility	-	1,310	-	-	-	-	-
Bushfire Mitigation Activity Fund - ESL	966	11,190	1,121	9,160	9,805	9,957	9,947
Bushfire Mitigation Activity Fund - RfR	2,680	928	4,250	1,271	-	-	-
Bushfire Risk Management Planning	1,462	1,388	1,315	1,388	1,388	1,409	1,409
Shire of Gingin	370	700	-	-	-	-	-
Surf Life Saving Western Australia	1,381	1,381	1,381	1,381	1,381	1,381	1,381
Volunteer Fuel Card	635	1,070	553	1,070	1,000	1,000	1,000
Volunteer Marine Rescue Service	4,998	5,009	4,939	9,266	7,657	7,772	7,772
TOTAL	44,887	64,869	48,197	70,265	69,324	66,032	70,013

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	58,730	47,972	69,457	23,537	12,197	25,408	49,212
Restricted cash.....	13,085	195	12,213	12,997	7,690	7,188	3,841
Receivables.....	11,687	5,229	17,630	17,630	17,630	17,630	17,630
Other.....	7,603	5,634	9,350	9,350	9,350	9,350	9,350
Total current assets.....	91,105	59,030	108,650	63,514	46,867	59,576	80,033
NON-CURRENT ASSETS							
Holding account receivables.....	46,566	54,839	54,839	63,112	70,256	78,201	86,146
Property, plant and equipment.....	379,252	415,327	415,713	440,771	522,695	513,663	504,888
Intangibles.....	14,904	19,535	12,990	10,737	8,484	8,484	8,484
Restricted cash.....	-	3,003	2,698	2,698	2,698	2,698	2,698
Total non-current assets.....	440,722	492,704	486,240	517,318	604,133	603,046	602,216
TOTAL ASSETS	531,827	551,734	594,890	580,832	651,000	662,622	682,249
CURRENT LIABILITIES							
Employee provisions.....	30,778	29,146	33,122	33,598	32,024	32,510	33,162
Payables.....	17,929	16,044	12,038	12,038	10,686	10,686	10,686
Borrowings and leases	2,440	6,696	16,750	6,317	16,483	16,477	14,291
Other.....	316	441	270	270	270	270	270
Total current liabilities.....	51,463	52,327	62,180	52,223	59,463	59,943	58,409
NON-CURRENT LIABILITIES							
Employee provisions.....	11,283	10,425	12,339	12,345	12,345	12,345	12,345
Borrowings and leases	34,116	42,202	47,467	46,223	100,448	86,158	73,034
Total non-current liabilities.....	45,399	52,627	59,806	58,568	112,793	98,503	85,379
TOTAL LIABILITIES	96,862	104,954	121,986	110,791	172,256	158,446	143,788
EQUITY							
Contributed equity ^(c)	358,315	370,305	361,067	359,963	365,357	365,377	365,397
Accumulated surplus/(deficit).....	30,113	32,295	60,646	58,887	62,196	82,850	117,115
Reserves	46,537	44,180	51,191	51,191	51,191	55,949	55,949
Total equity	434,965	446,780	472,904	470,041	478,744	504,176	538,461
TOTAL LIABILITIES AND EQUITY	531,827	551,734	594,890	580,832	651,000	662,622	682,249

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

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

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

STATEMENT OF CASHFLOWS (a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual (b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	15,460	16,483	42,880	60,285	20,093	16,442	16,586
Capital appropriation	-	-	-	2,493	4,767	20	20
Royalties for Regions Fund:							
Regional Community Services Fund	5,487	6,659	1,103	10,062	2,840	1,232	1,232
Regional Infrastructure and Headworks Fund	-	-	2,693	-	-	-	-
Net cash provided by State Government	20,947	23,142	46,676	72,840	27,700	17,694	17,838
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(218,164)	(221,971)	(232,132)	(227,695)	(233,769)	(234,192)	(236,666)
Grants and subsidies	(44,104)	(64,869)	(49,807)	(70,265)	(69,324)	(63,274)	(70,013)
Supplies and services	(95,995)	(75,701)	(90,977)	(74,050)	(72,058)	(71,139)	(69,994)
Accommodation	(12,715)	(9,706)	(10,831)	(10,981)	(11,226)	(11,230)	(11,116)
GST payments	(20,669)	(8,794)	(23,362)	(18,794)	(18,794)	(18,794)	(18,794)
Finance and interest costs	(1,538)	(2,456)	(1,928)	(2,016)	(3,702)	(3,135)	(2,626)
Other payments	(32,158)	(37,060)	(44,654)	(38,697)	(33,794)	(30,111)	(31,222)
Receipts (c)							
Emergency Services Levy	392,927	406,041	404,113	372,537	408,278	428,777	450,217
Grants and subsidies	14,141	12,665	18,268	11,930	11,635	6,985	6,985
Sale of goods and services	11,272	9,343	11,887	10,131	10,059	8,930	8,705
GST receipts	20,402	8,794	23,542	18,794	18,794	18,794	18,794
Other receipts	3,603	3,456	4,888	3,675	3,679	3,893	3,887
Net cash from operating activities	17,002	19,742	9,007	(25,431)	9,778	35,504	48,157
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(29,719)	(50,767)	(33,461)	(74,583)	(36,310)	(22,462)	(27,269)
Proceeds from sale of non-current assets	1,097	-	1,391	-	-	-	-
Net cash from investing activities	(28,622)	(50,767)	(32,094)	(74,583)	(36,310)	(22,462)	(27,269)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(6,389)	(16,277)	(20,933)	(41,911)	(41,764)	(41,976)	(42,218)
Proceeds from borrowings	3,949	5,559	9,873	23,949	23,949	23,949	23,949
Net cash from financing activities	(2,440)	(10,718)	(11,060)	(17,962)	(17,815)	(18,027)	(18,269)
NET INCREASE/(DECREASE) IN CASH HELD	6,887	(18,601)	12,553	(45,136)	(16,647)	12,709	20,457
Cash assets at the beginning of the reporting period	58,915	69,771	71,815	84,368	39,232	22,585	35,294
Net cash transferred to/from other agencies	6,013	-	-	-	-	-	-
Cash assets at the end of the reporting period	71,815	51,170	84,368	39,232	22,585	35,294	55,751

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

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

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

NET APPROPRIATION DETERMINATION (a)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Grants	-	2,762	4,519	2,790	2,818	2,818	2,818
National Partnership Agreements							
Provision of Fire Services	1,498	1,550	1,550	1,604	1,661	1,661	1,661
Natural Disaster Resilience Program	6,264	3,132	-	-	-	-	-
National Disaster Risk Reduction	-	-	2,506	2,506	2,506	2,506	2,506
Prepared Communities	600	-	-	-	-	-	-
Road Trauma Trust Grant	-	4,650	4,650	4,650	4,650	-	-
Other Grants	5,779	571	5,043	380	-	-	-
Sale of Goods and Services							
Sale of Goods and Services	1,748	-	2,279	-	-	-	-
GST Receipts							
GST Input Credits	18,151	7,544	20,930	17,544	17,544	17,544	17,544
GST Receipts on Sales	2,251	1,250	2,612	1,250	1,250	1,250	1,250
Other Receipts							
Other Sundry Receipts	3,603	3,456	4,888	3,675	3,679	3,893	3,887
TOTAL	39,894	24,915	48,977	34,399	34,108	29,672	29,666

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

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

DETAILS OF ADMINISTERED TRANSACTIONS (a)

	2018-19	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
INCOME							
Other							
Appropriations	48,622	244,347	244,347	85,000	45,000	45,000	45,000
TOTAL ADMINISTERED INCOME	48,622	244,347	244,347	85,000	45,000	45,000	45,000
EXPENSES							
Grants to Charitable and Other Public Bodies							
Western Australia Natural Disaster Relief and Recovery Arrangements	141,884	110,330	70,417	134,029	45,000	45,000	45,000
TOTAL ADMINISTERED EXPENSES	141,884	110,330	70,417	134,029	45,000	45,000	45,000

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

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

RURAL FIRE DIVISION

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Bushfire Centre of Excellence (BCoE) ^(b)							
Capital Costs	-	-	5,389	9,458	850	-	-
Operating Costs	1,078	6,170	2,364	3,266	5,230	5,468	5,523
Bushfire Risk Management ^(c)	9,514	16,012	14,111	20,005	15,012	15,218	15,256
Bushfire Technical Services	862	1,008	937	1,036	1,046	1,057	1,067
Land Use Planning	751	579	662	720	727	734	742
Office of Bushfire Risk Management	685	1,218	946	1,335	1,348	1,362	1,375
Rural Fire Executive	642	809	1,006	1,047	1,057	1,068	1,079
TOTAL RURAL FIRE DIVISION	13,532	25,796	25,415	36,867	25,271	24,907	25,042

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) BCoE expenditure includes operating costs and \$15.7 million capital works included in the Asset Investment Program.
- (c) Detailed breakdown of expenditure for the Bushfire Risk Management directorate is shown in the table below.

BUSHFIRE RISK MANAGEMENT

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Local Government							
Mitigation Activity Fund (MAF) ESL							
Grants Program ^(b)	966	11,190	1,121	9,160	9,805	9,957	9,947
MAF RfR Grants Program ^(c)	2,680	928	4,250	1,271	-	-	-
Bushfire Risk Planning Coordinator							
Support Program	1,462	1,388	1,315	1,388	1,388	1,409	1,423
Department Mitigation Works							
Bushfire Awareness Campaign	961	-	1,000	1,000	1,010	1,020	1,030
Bushfire Risk Management Branch ^(d)	1,828	1,720	1,495	1,839	1,958	1,978	1,998
Memorandum of Understanding							
Department of Education	256	286	253	347	350	354	358
Unallocated Crown Land (UCL)							
Department ESL Contribution	911	-	4,177	4,500	-	-	-
Department of Planning, Lands and							
Heritage (DPLH) Contribution ^(e)	450	500	500	500	500	500	500
TOTAL BUSHFIRE RISK MANAGEMENT	9,514	16,012	14,111	20,005	15,012	15,218	15,256

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

Division 31 Office of the Director of Public Prosecutions

Part 7 Community Safety

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 67 Net amount appropriated to deliver services.....	36,605	37,745	38,390	39,407	39,755	42,881	45,631
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	3,740	3,315	3,315	3,763	3,325	3,340	3,369
Total appropriations provided to deliver services	40,345	41,060	41,705	43,170	43,080	46,221	49,000
CAPITAL							
Item 131 Capital Appropriation ^(b)	-	2,567	-	146	937	286	146
TOTAL APPROPRIATIONS	40,345	43,627	41,705	43,316	44,017	46,507	49,146
EXPENSES							
Total Cost of Services	46,823	47,168	48,455	49,676	48,981	52,122	55,143
Net Cost of Services ^(c)	40,864	41,818	40,993	44,026	43,631	46,772	49,793
CASH ASSETS ^(d)	6,876	5,099	6,140	5,246	5,386	5,526	5,526

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) Additional capital appropriation is provided to fund lease repayments and is not reflected in the Asset Investment Program table.
- (c) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (d) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
New Initiatives					
Children's Court Building Refurbishment.....	-	300	-	-	-
Impact of Additional Police Officers.....	-	-	1,815	3,745	5,799
Legal Information Officer	-	305	-	-	-
Ongoing Initiatives					
District Court Building Refurbishment.....	504	-	-	-	-
Public Prosecutions Services Expenditure	607	570	405	(14)	995
Reclassification of Asset Investment to Recurrent Expense.....	200	200	200	200	200
Special Prosecution Division	-	2,854	-	-	-
Other					
Revision to Indexation for Non-Salary Expenses	-	-	-	-	57

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

Significant Issues Impacting the Agency

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

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Criminal Prosecutions.....	43,388	43,918	44,966	46,426	45,731	48,872	51,893
2. Confiscation of Assets	3,435	3,250	3,489	3,250	3,250	3,250	3,250
Total Cost of Services.....	46,823	47,168	48,455	49,676	48,981	52,122	55,143

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

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: That the people of Western Australia are provided with a fair and just criminal prosecution service:					
Early advice to court on charges: indictment filed within three months of committal	70.8%	85%	69.6%	85%	1
Establishing a case to answer	100%	98%	100%	98%	2
Convictions after trial	65.7%	50%	62.3%	50%	3
Application for a declaration of confiscations filed within four months of the drug trafficker declaration	6.3%	60%	16.9%	60%	4

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

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators

1. Criminal Prosecutions

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

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

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

Explanation of Significant Movements

(Notes)

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

2. Confiscation of Assets

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

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

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

Asset Investment Program

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Desktop Devices	733	283	283	125	100	100	125
Digital Transformation and Service Enhancement	1,488	503	503	258	283	283	161
Electronic Evidence Management Systems	383	83	83	100	100	100	-
Print and Photocopy Services	554	140	140	100	100	100	114
NEW WORKS							
Electronic Document Records Management System (EDRMS) Upgrade.....	300	-	-	150	50	100	-
Furniture and Fittings, Portable and Attractive Items, Including Dictation and Transcript Equipment	400	-	-	100	100	100	100
Legal Practice Management System	1,040	-	-	690	250	100	-
Prosecution Services - Video Recording and Conferencing	200	-	-	-	100	-	100
Total Cost of Asset Investment Program	5,098	1,009	1,009	1,523	1,083	883	600
FUNDED BY							
Capital Appropriation			-	-	794	144	-
Drawdowns from the Holding Account			308	408	208	658	600
Internal Funds and Balances			701	1,115	81	81	-
Total Funding			1,009	1,523	1,083	883	600

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

Financial Statements

Income Statement

Expenses

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

Income

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

Statement of Financial Position

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

INCOME STATEMENT ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	34,052	35,635	36,828	37,146	37,461	40,088	43,129
Supplies and services	4,915	2,664	3,738	2,794	2,801	2,839	2,794
Accommodation	4,017	967	4,292	4,254	3,949	4,182	3,973
Depreciation and amortisation	726	3,544	926	1,217	1,031	1,091	903
Finance and interest costs	-	361	9	13	19	21	19
Other expenses	3,113	3,997	2,662	4,252	3,720	3,901	4,325
TOTAL COST OF SERVICES	46,823	47,168	48,455	49,676	48,981	52,122	55,143
Income							
Grants and subsidies	5,804	5,300	7,234	5,600	5,300	5,300	5,300
Other revenue	155	50	228	50	50	50	50
Total Income	5,959	5,350	7,462	5,650	5,350	5,350	5,350
NET COST OF SERVICES	40,864	41,818	40,993	44,026	43,631	46,772	49,793
INCOME FROM STATE GOVERNMENT							
Service appropriations	40,345	41,060	41,705	43,170	43,080	46,221	49,000
Resources received free of charge	970	1,000	696	793	793	793	793
Other revenues	-	-	-	305	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	41,315	42,060	42,401	44,268	43,873	47,014	49,793
SURPLUS/(DEFICIENCY) FOR THE PERIOD	451	242	1,408	242	242	242	-

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 258, 268 and 299 respectively.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	6,494	4,879	5,611	4,717	4,857	4,997	4,997
Holding account receivables.....	1,000	500	1,000	1,000	1,100	1,100	1,100
Receivables.....	772	167	2,442	2,442	2,442	2,463	2,463
Other.....	145	-	180	180	180	180	180
Total current assets.....	8,411	5,546	9,233	8,339	8,579	8,740	8,740
NON-CURRENT ASSETS							
Holding account receivables.....	4,053	7,729	4,766	5,624	6,389	6,852	7,155
Property, plant and equipment.....	1,103	9,917	1,177	663	588	765	546
Intangibles.....	61	780	701	1,799	2,157	1,846	1,846
Restricted cash.....	382	220	529	529	529	529	529
Total non-current assets.....	5,599	18,646	7,173	8,615	9,663	9,992	10,076
TOTAL ASSETS.....	14,010	24,192	16,406	16,954	18,242	18,732	18,816
CURRENT LIABILITIES							
Employee provisions.....	6,007	6,256	7,138	6,902	6,666	6,312	6,312
Payables.....	1,484	621	581	649	764	764	764
Other.....	61	224	508	508	508	508	508
Total current liabilities.....	7,552	7,101	8,227	8,059	7,938	7,584	7,584
NON-CURRENT LIABILITIES							
Employee provisions.....	2,099	1,630	2,093	2,129	2,165	2,219	2,219
Borrowings and leases.....	-	8,840	318	410	404	366	304
Other.....	-	3	-	-	-	-	-
Total non-current liabilities.....	2,099	10,473	2,411	2,539	2,569	2,585	2,523
TOTAL LIABILITIES.....	9,651	17,574	10,638	10,598	10,507	10,169	10,107
EQUITY							
Contributed equity.....	7,138	9,160	7,138	7,284	8,221	8,507	8,653
Accumulated surplus/(deficit).....	(2,778)	(2,742)	(1,370)	(1,128)	(886)	(644)	(644)
Other.....	-	200	-	200	400	700	700
Total equity.....	4,360	6,618	5,768	6,356	7,735	8,563	8,709
TOTAL LIABILITIES AND EQUITY.....	14,011	24,192	16,406	16,954	18,242	18,732	18,816

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

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	39,693	37,460	40,684	41,904	42,007	45,100	48,097
Capital appropriation	-	2,567	-	146	937	286	146
Holding account drawdowns	1,000	500	308	408	208	658	600
Other	-	-	-	305	-	-	-
Net cash provided by State Government	40,693	40,527	40,992	42,763	43,152	46,044	48,843
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(33,712)	(35,635)	(35,993)	(37,146)	(37,461)	(40,088)	(43,129)
Supplies and services	(2,763)	(1,171)	(2,145)	(1,303)	(1,310)	(1,347)	(1,503)
Accommodation	(3,705)	(967)	(4,307)	(4,254)	(3,949)	(4,182)	(3,973)
GST payments	(1,050)	(840)	(1,134)	(840)	(840)	(840)	(840)
Finance and interest costs	-	(361)	(9)	(13)	(19)	(21)	(19)
Other payments	(4,480)	(4,449)	(3,398)	(4,916)	(4,391)	(4,585)	(4,817)
Receipts ^(c)							
Grants and subsidies	5,300	5,300	5,308	5,600	5,300	5,300	5,300
GST receipts	1,050	834	843	834	834	834	834
Other receipts	155	50	294	50	50	50	50
Net cash from operating activities	(39,205)	(37,239)	(40,541)	(41,988)	(41,786)	(44,879)	(48,097)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(440)	(2,250)	(1,009)	(1,523)	(1,083)	(883)	(600)
Net cash from investing activities	(440)	(2,250)	(1,009)	(1,523)	(1,083)	(883)	(600)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(2,567)	(178)	(146)	(143)	(142)	(146)
Net cash from financing activities	-	(2,567)	(178)	(146)	(143)	(142)	(146)
NET INCREASE/(DECREASE) IN CASH HELD	1,048	(1,529)	(736)	(894)	140	140	-
Cash assets at the beginning of the reporting period	5,828	6,628	6,876	6,140	5,246	5,386	5,526
Cash assets at the end of the reporting period	6,876	5,099	6,140	5,246	5,386	5,526	5,526

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

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

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

NET APPROPRIATION DETERMINATION (a)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Grants and Subsidies							
Contribution from the Confiscation Proceeds Account.....	5,300	5,300	5,308	5,600	5,300	5,300	5,300
GST Receipts							
GST Input Credits.....	1,037	832	834	832	832	832	832
GST Receipts on Sales	13	2	9	2	2	2	2
Other Receipts							
Employee Contributions to Employee Vehicle Scheme.....	-	50	-	50	50	50	50
Other Receipts.....	155	-	294	-	-	-	-
TOTAL	6,505	6,184	6,445	6,484	6,184	6,184	6,184

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

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

Division 32 **Corruption and Crime Commission**

Part 7 **Community Safety**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 68 Net amount appropriated to deliver services.....	26,565	27,635	26,473	26,882	26,735	27,024	27,513
Amount Authorised by Other Statutes - Corruption and Crime Commission Act 2003.....	502	502	502	502	503	504	506
Total appropriations provided to deliver services	27,067	28,137	26,975	27,384	27,238	27,528	28,019
CAPITAL							
Item 132 Capital Appropriation ^(b)	-	958	241	243	246	249	213
TOTAL APPROPRIATIONS	27,067	29,095	27,216	27,627	27,484	27,777	28,232
EXPENSES							
Total Cost of Services	24,727	28,444	28,017	27,741	27,595	27,949	28,283
Net Cost of Services ^(c)	24,641	28,404	27,751	27,701	27,555	27,845	28,243
CASH ASSETS ^(d)	9,087	5,464	9,258	9,080	8,902	8,724	8,546

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) Additional capital appropriation is provided to fund lease repayments and is not reflected in the Asset Investment Program table.
- (c) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (d) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Streamlined Budget Process Incentive Funding	-	245	-	-	-

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

Significant Issues Impacting the Agency

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Assessing All Allegations of Serious Misconduct Received	3,624	6,426	4,137	4,586	4,452	4,574	4,647
2. Investigating Allegations of Serious Misconduct	21,103	22,018	23,880	23,155	23,143	23,375	23,636
Total Cost of Services.....	24,727	28,444	28,017	27,741	27,595	27,949	28,283

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

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: The integrity of the public sector continuously improves and the incidence of misconduct is reduced:					
Number of allegations received	5,036	4,500	5,743	5,000	1
Allegations as a percentage of people employed within public authorities under the Commission's jurisdiction	2.6%	2.3%	2.9%	2.6%	
Number of investigations	50	50	59	50	2
Number of reports published	45	40	43	40	

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

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators

1. Assessing All Allegations of Serious Misconduct Received

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

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

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

Explanation of Significant Movements

(Notes)

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

2. Investigating Allegations of Serious Misconduct

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

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

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

Explanation of Significant Movements

(Notes)

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

Asset Investment Program

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

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COMPLETED WORKS							
Buildings and Operational Security - 2019-20 Program	-	93	93	-	-	-	-
Business Support Systems - 2019-20 Program	230	199	199	-	-	-	-
Information and Communications Technology (ICT) Systems - 2019-20 Program	75	-	-	-	-	-	-
Office Equipment and Replacement - 2019-20 Program	40	104	104	-	-	-	-
Operations Support Equipment - 2019-20 Program	955	516	516	-	-	-	-
NEW WORKS							
Buildings and Operational Security							
2020-21 Program	10	-	-	10	-	-	-
2021-22 Program	17	-	-	-	17	-	-
2022-23 Program	50	-	-	-	-	50	-
2023-24 Program	10	-	-	-	-	-	10
Business Support Systems							
2020-21 Program	185	-	-	185	-	-	-
2021-22 Program	150	-	-	-	150	-	-
2022-23 Program	50	-	-	-	-	50	-
2023-24 Program	225	-	-	-	-	-	225
ICT Systems							
2020-21 Program	620	-	-	620	-	-	-
2021-22 Program	655	-	-	-	655	-	-
2022-23 Program	245	-	-	-	-	245	-
2023-24 Program	240	-	-	-	-	-	240
Office Equipment and Replacement							
2020-21 Program	50	-	-	50	-	-	-
2021-22 Program	80	-	-	-	80	-	-
2022-23 Program	30	-	-	-	-	30	-
2023-24 Program	50	-	-	-	-	-	50
Operations Support Equipment							
2020-21 Program	435	-	-	435	-	-	-
2021-22 Program	398	-	-	-	398	-	-
2022-23 Program	925	-	-	-	-	925	-
2023-24 Program	775	-	-	-	-	-	775
Total Cost of Asset Investment Program	6,500	912	912	1,300	1,300	1,300	1,300
FUNDED BY							
Drawdowns from the Holding Account			1,300	1,300	1,300	1,300	1,300
Internal Funds and Balances			(388)	-	-	-	-
Total Funding			912	1,300	1,300	1,300	1,300

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

Financial Statements

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

INCOME STATEMENT ^(a) (Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	16,164	19,217	18,493	18,789	18,883	19,107	19,338
Supplies and services	4,060	2,976	4,491	4,192	4,061	4,135	4,128
Accommodation	2,521	1,135	2,404	2,466	2,515	2,565	2,617
Depreciation and amortisation	1,296	3,497	1,708	1,433	1,398	1,397	1,446
Finance and interest costs	-	908	15	20	15	16	18
Other expenses	686	711	906	841	723	729	736
TOTAL COST OF SERVICES	24,727	28,444	28,017	27,741	27,595	27,949	28,283
Income							
Other revenue	86	40	266	40	40	104	40
Total Income	86	40	266	40	40	104	40
NET COST OF SERVICES	24,641	28,404	27,751	27,701	27,555	27,845	28,243
INCOME FROM STATE GOVERNMENT							
Service appropriations	27,067	28,137	26,975	27,384	27,238	27,528	28,019
Resources received free of charge	53	25	25	75	75	75	75
TOTAL INCOME FROM STATE GOVERNMENT	27,120	28,162	27,000	27,459	27,313	27,603	28,094
SURPLUS/(DEFICIENCY) FOR THE PERIOD	2,479	(242)	(751)	(242)	(242)	(242)	(149)

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 114, 121 and 125 respectively.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	8,892	5,174	8,998	8,755	8,512	8,269	8,026
Holding account receivables.....	1,700	1,700	1,300	1,300	1,300	1,300	1,300
Receivables.....	236	212	319	319	319	319	319
Other.....	728	976	935	794	726	661	567
Total current assets.....	11,556	8,062	11,552	11,168	10,857	10,549	10,212
NON-CURRENT ASSETS							
Holding account receivables.....	15,077	17,974	15,410	15,543	15,641	15,738	15,977
Property, plant and equipment.....	3,405	22,586	3,206	3,406	3,358	3,520	3,204
Receivables.....	143	141	145	145	145	145	145
Intangibles.....	165	318	223	408	483	408	748
Restricted cash.....	195	290	260	325	390	455	520
Total non-current assets.....	18,985	41,309	19,244	19,827	20,017	20,266	20,594
TOTAL ASSETS.....	30,541	49,371	30,796	30,995	30,874	30,815	30,806
CURRENT LIABILITIES							
Employee provisions.....	3,192	3,593	3,556	3,556	3,556	3,556	3,556
Payables.....	431	102	64	64	64	64	64
Borrowings and leases.....	-	915	274	241	245	244	91
Other.....	34	71	191	191	191	191	191
Total current liabilities.....	3,657	4,681	4,085	4,052	4,056	4,055	3,902
NON-CURRENT LIABILITIES							
Employee provisions.....	743	877	955	955	955	955	955
Borrowings and leases.....	-	18,577	126	357	228	163	243
Total non-current liabilities.....	743	19,454	1,081	1,312	1,183	1,118	1,198
TOTAL LIABILITIES.....	4,400	24,135	5,166	5,364	5,239	5,173	5,100
EQUITY							
Contributed equity.....	13,325	14,283	13,565	13,808	14,054	14,303	14,516
Accumulated surplus/(deficit).....	12,816	10,953	12,065	11,823	11,581	11,339	11,190
Total equity.....	26,141	25,236	25,630	25,631	25,635	25,642	25,706
TOTAL LIABILITIES AND EQUITY.....	30,541	49,371	30,796	30,995	30,874	30,815	30,806

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

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	24,869	24,640	25,742	25,951	25,840	26,131	26,480
Capital appropriation	-	958	241	243	246	249	213
Holding account drawdowns	3,300	1,700	1,300	1,300	1,300	1,300	1,300
Net cash provided by State Government	28,169	27,298	27,283	27,494	27,386	27,680	27,993
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(16,578)	(19,157)	(18,033)	(18,729)	(18,823)	(19,047)	(19,278)
Supplies and services	(3,477)	(2,976)	(4,743)	(4,184)	(4,053)	(4,127)	(4,120)
Accommodation	(2,511)	(1,129)	(2,431)	(2,466)	(2,515)	(2,565)	(2,617)
GST payments	(765)	(1,112)	(907)	(1,112)	(1,112)	(1,112)	(1,112)
Finance and interest costs	-	(908)	(15)	(20)	(15)	(16)	(18)
Other payments	(686)	(692)	(1,071)	(774)	(656)	(662)	(669)
Receipts							
GST receipts	763	1,116	873	1,116	1,116	1,116	1,116
Other receipts	59	40	382	40	40	104	40
Net cash from operating activities	(23,195)	(24,818)	(25,945)	(26,129)	(26,018)	(26,309)	(26,658)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(622)	(1,700)	(912)	(1,300)	(1,300)	(1,300)	(1,300)
Proceeds from sale of non-current assets	13	-	1	-	-	-	-
Net cash from investing activities	(609)	(1,700)	(911)	(1,300)	(1,300)	(1,300)	(1,300)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(958)	(256)	(243)	(246)	(249)	(213)
Net cash from financing activities	-	(958)	(256)	(243)	(246)	(249)	(213)
NET INCREASE/(DECREASE) IN CASH HELD	4,365	(178)	171	(178)	(178)	(178)	(178)
Cash assets at the beginning of the reporting period	5,822	5,642	9,087	9,258	9,080	8,902	8,724
Net cash transferred to/from other agencies	(1,100)	-	-	-	-	-	-
Cash assets at the end of the reporting period	9,087	5,464	9,258	9,080	8,902	8,724	8,546

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

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

Division 33 **Chemistry Centre (WA)**

Part 7 **Community Safety**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 69 Net amount appropriated to deliver services.....	6,476	5,043	7,757	6,788	6,704	6,802	6,974
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	251	251	251	251	252	253	254
Total appropriations provided to deliver services	6,727	5,294	8,008	7,039	6,956	7,055	7,228
CAPITAL							
Item 133 Capital Appropriation	2,500	2,500	2,500	2,500	2,500	2,500	2,500
TOTAL APPROPRIATIONS	9,227	7,794	10,508	9,539	9,456	9,555	9,728
EXPENSES							
Total Cost of Services	27,979	28,797	29,997	28,678	29,001	29,488	29,921
Net Cost of Services ^(b)	9,182	7,588	8,944	8,232	8,339	8,639	8,841
CASH ASSETS ^(c)	2,129	2,288	3,964	4,349	4,331	4,284	4,559

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

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2020 are outlined below:

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
New Initiative					
Additional Analytical Services for Western Australia Police Force	249	-	-	-	-
Ongoing Initiatives					
Cost and Demand Update	372	177	305	273	319
Depreciation Update.....	13	4	-	(47)	-
Voluntary Targeted Separation Scheme	131	-	-	-	-
Wages Policy.....	-	-	-	-	206

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

Significant Issues Impacting the Agency

Mitigating Risks to the State

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

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

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

Managing and Growing Commercial Business

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

Education and Collaboration

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

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Strong Communities:	Quality scientific advice.	1. Commercial and Scientific Information and Advice
Safe communities and supported families.	Quality emergency response.	2. Emergency Response Management
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Quality research and development.	3. Research and Development

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Commercial and Scientific Information and Advice.....	23,259	24,238	25,296	23,996	24,267	24,674	25,036
2. Emergency Response Management	1,998	2,078	1,989	2,084	2,107	2,143	2,174
3. Research and Development	2,722	2,481	2,712	2,598	2,627	2,671	2,711
Total Cost of Services.....	27,979	28,797	29,997	28,678	29,001	29,488	29,921

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

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Quality scientific advice:					
Client satisfaction	89%	80%	89%	85%	
Proficiency rating for the accredited services	91%	95%	94%	95%	
Outcome: Quality emergency response:					
Average mobilisation time for emergency response incidents	16 minutes	20 minutes	14 minutes	20 minutes	
Availability of emergency response workforce to meet agreed inter-agency requirements	100%	100%	100%	100%	
Outcome: Quality research and development:					
Client satisfaction	79%	80%	83%	80%	
Contribution to scientific forums	87	60	45	70	1

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

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators

1. Commercial and Scientific Information and Advice

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

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

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

Explanation of Significant Movements

(Notes)

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

2. Emergency Response Management

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

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

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

3. Research and Development

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 2,722	\$'000 2,481	\$'000 2,712	\$'000 2,598	
Less Income	1,245	1,230	1,537	1,706	1
Net Cost of Service	1,477	1,251	1,175	892	
Employees (Full-Time Equivalents)	7	6	7	7	
Efficiency Indicators					
Publications per research and development FTE	5.9	4	3	4.2	2

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

Explanation of Significant Movements

(Notes)

1. The \$0.3 million increase in 2019-20 Actual over the 2019-20 Budget is attributable to higher research activity and the timing of major project milestone achievements during the year.
2. 2019-20 Actual results were lower than the prior year and 2020-21 Budget Target primarily due to the cancellation or deferral of a number of research conferences and activities as a result of COVID-19 as well as a higher proportion of projects reaching publication stage in their lifecycle in 2018-19.

Asset Investment Program

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

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COMPLETED WORKS							
Capital Equipment Replacement - 2019-20 Program	2,514	2,514	2,514	-	-	-	-
NEW WORKS							
Capital Equipment Replacement							
2020-21 Program	2,500	-	-	2,500	-	-	-
2021-22 Program	2,500	-	-	-	2,500	-	-
2022-23 Program	2,500	-	-	-	-	2,500	-
2023-24 Program	2,500	-	-	-	-	-	2,500
Total Cost of Asset Investment Program	12,514	2,514	2,514	2,500	2,500	2,500	2,500
FUNDED BY							
Capital Appropriation			2,500	2,500	2,500	2,500	2,500
Other			14	-	-	-	-
Total Funding			2,514	2,500	2,500	2,500	2,500

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

Financial Statements

Income Statement

Expenses

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

Income

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

Statement of Financial Position

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

Statement of Cashflows

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

INCOME STATEMENT ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	15,081	15,116	15,358	14,906	15,117	15,275	15,433
Supplies and services	2,542	2,562	2,998	2,471	2,499	2,535	2,573
Accommodation	5,663	1,415	6,519	5,705	5,717	5,727	5,739
Depreciation and amortisation	1,443	5,180	1,708	2,033	2,065	2,270	2,435
Finance and interest costs	-	1,500	3	5	4	4	10
Other expenses	3,250	3,024	3,411	3,558	3,599	3,677	3,731
TOTAL COST OF SERVICES	27,979	28,797	29,997	28,678	29,001	29,488	29,921
Income							
Sale of goods and services	18,721	19,650	19,471	18,875	19,089	19,276	19,507
Grants and subsidies	-	1,500	1,500	1,500	1,500	1,500	1,500
Other revenue	76	59	59	71	73	73	73
Total Income	18,797	21,209	21,030	20,446	20,662	20,849	21,080
NET COST OF SERVICES	9,182	7,588	8,967	8,232	8,339	8,639	8,841
INCOME FROM STATE GOVERNMENT							
Service appropriations	6,727	5,294	8,008	7,039	6,956	7,055	7,228
Resources received free of charge	-	-	23	-	10	-	10
TOTAL INCOME FROM STATE GOVERNMENT	6,727	5,294	8,031	7,039	6,966	7,055	7,238
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(2,455)	(2,294)	(936)	(1,193)	(1,373)	(1,584)	(1,603)

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 135, 137 and 135 respectively.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	1,484	2,288	3,475	3,560	3,392	3,345	3,620
Restricted cash.....	645	-	489	789	939	939	939
Receivables.....	1,884	2,463	1,666	1,697	2,181	2,658	3,010
Other.....	302	258	182	182	182	282	292
Total current assets.....	4,315	5,009	5,812	6,228	6,694	7,224	7,861
NON-CURRENT ASSETS							
Property, plant and equipment.....	5,898	38,629	6,739	7,253	7,745	8,047	8,223
Intangibles.....	291	353	612	598	564	524	472
Other.....	3,853	4,260	3,443	3,838	4,236	4,635	5,034
Total non-current assets.....	10,042	43,242	10,794	11,689	12,545	13,206	13,729
TOTAL ASSETS	14,357	48,251	16,606	17,917	19,239	20,430	21,590
CURRENT LIABILITIES							
Employee provisions.....	2,459	2,450	2,579	2,579	2,579	2,579	2,579
Payables.....	374	855	578	527	527	527	527
Borrowings and leases.....	-	2,879	51	51	22	22	22
Other.....	1,432	1,237	1,282	1,282	1,432	1,632	1,782
Total current liabilities.....	4,265	7,421	4,490	4,439	4,560	4,760	4,910
NON-CURRENT LIABILITIES							
Employee provisions.....	1,259	1,083	1,477	1,477	1,477	1,477	1,477
Borrowings and leases.....	-	29,943	59	34	27	20	51
Other.....	-	-	36	36	36	36	36
Total non-current liabilities.....	1,259	31,026	1,572	1,547	1,540	1,533	1,564
TOTAL LIABILITIES	5,524	38,447	6,062	5,986	6,100	6,293	6,474
EQUITY							
Contributed equity.....	13,526	16,026	16,026	18,526	21,026	23,526	26,026
Accumulated surplus/(deficit) ^(c)	(4,693)	(6,222)	(5,482)	(6,595)	(7,887)	(9,389)	(10,910)
Total equity	8,833	9,804	10,544	11,931	13,139	14,137	15,116
TOTAL LIABILITIES AND EQUITY	14,357	48,251	16,606	17,917	19,239	20,430	21,590

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

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

(c) Accumulated surplus/(deficit) does not agree to the aggregate of surplus/(deficiency) for the period and surplus/(deficiency) as at the end of the previous reporting period due to deferred tax expense arising from the Centre's deficit position.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	6,727	5,294	8,008	7,039	6,956	7,055	7,228
Capital appropriation	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Net cash provided by State Government	9,227	7,794	10,508	9,539	9,456	9,555	9,728
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(14,842)	(15,038)	(14,838)	(14,826)	(15,036)	(15,252)	(15,410)
Supplies and services	(2,542)	(2,562)	(3,022)	(2,522)	(2,499)	(2,575)	(2,583)
Accommodation	(5,735)	(1,682)	(6,610)	(5,937)	(5,950)	(5,936)	(5,945)
GST payments	(1,833)	(1,942)	(2,132)	(1,987)	(1,991)	(2,015)	(2,207)
Finance and interest costs	-	(1,500)	(3)	(5)	(4)	(4)	(10)
Other payments	(3,450)	(3,034)	(3,270)	(3,661)	(3,641)	(3,806)	(3,714)
Receipts							
Grants and subsidies	-	1,500	1,500	1,500	1,500	1,500	1,500
Sale of goods and services	19,103	19,425	19,611	18,845	18,706	19,000	19,257
GST receipts	1,910	1,942	2,111	1,986	1,989	2,014	2,176
Other receipts	10	-	10	11	11	11	11
Net cash from operating activities	(7,379)	(2,891)	(6,643)	(6,596)	(6,915)	(7,063)	(6,925)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(2,505)	(2,500)	(2,514)	(2,500)	(2,500)	(2,500)	(2,500)
Net cash from investing activities	(2,505)	(2,500)	(2,514)	(2,500)	(2,500)	(2,500)	(2,500)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(2,880)	(64)	(58)	(59)	(39)	(28)
Net cash from financing activities	-	(2,880)	(64)	(58)	(59)	(39)	(28)
NET INCREASE/(DECREASE) IN CASH HELD	(657)	(477)	1,287	385	(18)	(47)	275
Cash assets at the beginning of the reporting period	2,786	2,765	2,129	3,964	4,349	4,331	4,284
Net cash transferred to/from other agencies	-	-	548	-	-	-	-
Cash assets at the end of the reporting period	2,129	2,288	3,964	4,349	4,331	4,284	4,559

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

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

Division 34 Office of the Inspector of Custodial Services

Part 7 Community Safety

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 70 Net amount appropriated to deliver services	3,343	3,295	3,267	3,275	3,322	3,350	3,415
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	247	247	247	247	249	250	251
Total appropriations provided to deliver services	3,590	3,542	3,514	3,522	3,571	3,600	3,666
CAPITAL							
Item 134 Capital Appropriation	-	227	227	227	236	244	219
TOTAL APPROPRIATIONS	3,590	3,769	3,741	3,749	3,807	3,844	3,885
EXPENSES							
Total Cost of Services	3,962	3,629	3,409	3,609	3,658	3,687	3,753
Net Cost of Services ^(b)	3,957	3,624	3,375	3,604	3,653	3,682	3,748
CASH ASSETS ^(c)	254	319	391	362	343	324	333

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

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

(c) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Revision to Indexation for Non-Salary Expenses	-	-	-	-	9

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

Significant Issues Impacting the Agency

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Inspection and Review of Custodial Services.....	3,962	3,629	3,409	3,609	3,658	3,687	3,753
Total Cost of Services.....	3,962	3,629	3,409	3,609	3,658	3,687	3,753

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

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: The Parliament, Minister and other stakeholders are informed on the performance of custodial services:					
Number of recommendations made	102	100	57	100	1
Percentage of recommendations accepted	80%	80%	77%	80%	2

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

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators

1. Inspection and Review of Custodial Services

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

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

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

Explanation of Significant Movements

(Notes)

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

Financial Statements

INCOME STATEMENT ^(a) (Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	2,767	2,452	2,338	2,465	2,465	2,493	2,524
Supplies and services	627	501	568	440	494	503	510
Accommodation ^(d)	320	83	342	86	88	89	89
Depreciation and amortisation ^(d)	1	242	1	244	244	243	243
Finance and interest costs	-	30	-	21	14	5	31
Other expenses	247	321	160	353	353	354	356
TOTAL COST OF SERVICES	3,962	3,629	3,409	3,609	3,658	3,687	3,753
Income							
Other revenue	5	5	34	5	5	5	5
Total Income	5	5	34	5	5	5	5
NET COST OF SERVICES	3,957	3,624	3,375	3,604	3,653	3,682	3,748
INCOME FROM STATE GOVERNMENT							
Service appropriations	3,590	3,542	3,514	3,522	3,571	3,600	3,666
Resources received free of charge	78	88	91	88	88	88	88
TOTAL INCOME FROM STATE GOVERNMENT	3,668	3,630	3,605	3,610	3,659	3,688	3,754
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(289)	6	230	6	6	6	6

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 18, 16 and 18 respectively.

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	232	297	391	362	343	324	333
Holding account receivables.....	-	-	-	-	1	1	2
Receivables.....	91	265	29	29	29	29	29
Other.....	31	67	27	27	27	27	27
Total current assets.....	354	629	447	418	400	381	391
NON-CURRENT ASSETS							
Holding account receivables.....	155	453	397	660	923	1,186	1,421
Property, plant and equipment.....	1	755	24	(220)	(441)	(684)	34
Restricted cash.....	22	22	-	-	-	-	-
Other.....	-	-	-	227	463	707	-
Total non-current assets.....	178	1,230	421	667	945	1,209	1,455
TOTAL ASSETS	532	1,859	868	1,085	1,345	1,590	1,846
CURRENT LIABILITIES							
Employee provisions.....	666	498	535	535	535	535	535
Payables.....	43	150	69	62	65	68	71
Borrowings and leases	-	-	9	8	9	7	9
Other.....	91	33	62	62	62	62	62
Total current liabilities.....	800	681	675	667	671	672	677
NON-CURRENT LIABILITIES							
Employee provisions.....	75	115	64	64	64	64	64
Borrowings and leases	-	741	15	7	21	15	41
Total non-current liabilities.....	75	856	79	71	85	79	105
TOTAL LIABILITIES	875	1,537	754	738	756	751	782
EQUITY							
Contributed equity.....	274	501	501	728	964	1,208	1,427
Accumulated surplus/(deficit).....	(617)	(179)	(387)	(381)	(375)	(369)	(363)
Total equity	(343)	322	114	347	589	839	1,064
TOTAL LIABILITIES AND EQUITY	532	1,859	868	1,085	1,345	1,590	1,846

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

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

STATEMENT OF CASHFLOWS (a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual (b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	3,590	3,272	3,272	3,259	3,307	3,337	3,430
Capital appropriation	-	227	227	227	236	244	219
Holding account drawdowns	26	-	-	-	-	-	-
Net cash provided by State Government	3,616	3,499	3,499	3,486	3,543	3,581	3,649
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(2,813)	(2,452)	(2,480)	(2,465)	(2,465)	(2,493)	(2,524)
Supplies and services	(428)	(409)	(568)	(358)	(402)	(411)	(418)
Accommodation	(316)	(83)	(342)	(86)	(88)	(89)	(89)
GST payments	(111)	(42)	-	(42)	(42)	(42)	(42)
Finance and interest costs	-	(30)	-	(21)	(14)	(5)	(31)
Other payments	(213)	(322)	(160)	(354)	(354)	(355)	(357)
Receipts							
GST receipts	120	42	2	42	42	42	42
Other receipts	5	5	186	5	5	5	5
Net cash from operating activities	(3,756)	(3,291)	(3,362)	(3,279)	(3,318)	(3,348)	(3,414)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(227)	-	(236)	(244)	(252)	(226)
Net cash from financing activities	-	(227)	-	(236)	(244)	(252)	(226)
NET INCREASE/(DECREASE) IN CASH HELD	(140)	(19)	137	(29)	(19)	(19)	9
Cash assets at the beginning of the reporting period	394	338	254	391	362	343	324
Cash assets at the end of the reporting period	254	319	391	362	343	324	333

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

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

NET APPROPRIATION DETERMINATION (a)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual (b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
GST Receipts							
GST Receipts from Australian Taxation Office	120	42	2	42	42	42	42
Other Receipts							
Other Receipts	5	5	186	5	5	5	5
TOTAL	125	47	188	47	47	47	47

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

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

Division 35 **Parliamentary Inspector of the Corruption and Crime Commission**

Part 7 **Community Safety**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 71 Net amount appropriated to deliver services.....	518	529	516	480	483	486	504
Amount Authorised by Other Statutes - Corruption and Crime Commission Act 2003.....	179	179	179	179	180	181	182
Total appropriations provided to deliver services	697	708	695	659	663	667	686
CAPITAL							
Capital Appropriation.....	-	84	-	-	-	-	-
TOTAL APPROPRIATIONS	697	792	695	659	663	667	686
EXPENSES							
Total Cost of Services	814	850	644	809	805	809	828
Net Cost of Services ^(b)	814	850	644	809	805	809	828
CASH ASSETS ^(c)	497	304	351	343	343	343	343

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

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

(c) As at 30 June each financial year.

Spending Changes

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

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

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

Significant Issues Impacting the Agency

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Sustainable Finances: Responsible financial management and better service delivery.	An informed Parliament on the integrity of the Corruption and Crime Commission.	1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations.....	814	850	644	809	805	809	828
Total Cost of Services.....	814	850	644	809	805	809	828

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

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: An informed Parliament on the integrity of the Corruption and Crime Commission:					
Number of reports completed and tabled in Parliament within target timeframes.....	1	1	1	1	

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

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

Services and Key Efficiency Indicators

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

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 814	\$'000 850	\$'000 644	\$'000 809	1
Less Income	nil	nil	nil	nil	
Net Cost of Service	814	850	644	809	
Employees (Full-Time Equivalents)	2	2	2	2	
Efficiency Indicators					
Average cost per investigation/case	\$8,997	\$9,520	\$10,005	\$8,668	2
Cost of audit function as a percentage of total cost of operations	37%	45%	13%	40%	2

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

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual for the Total Cost of Service is lower than the 2019-20 Budget mainly due to the successive vacancies in the Office of the Parliamentary Inspector. The increase in the 2020-21 Budget Target from the 2019-20 Actual is mainly due to the planned appointment of a new Parliamentary Inspector.
2. The 2019-20 Actual for the average cost per investigation/case is higher than the 2020-21 Budget Target mainly due to the significantly lower cost of audit function as a percentage of total cost of operations caused by successive vacancies in the Office of the Parliamentary Inspector. As a consequence of these vacancies between October 2019 and March 2020, a record of apportionment of time allocated to audits was not fully maintained in accordance with the Office's standard practice. In addition, the audit for the January to March 2020 quarter was postponed until the following financial year thus contributing to the lower cost of audit function as a percentage of total costs in the 2019-20 Actual.

Financial Statements

Income Statement

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

Statement of Financial Position

2. The 2019-20 Budget reflects the treatment of Government Office Accommodation (GOA) inter-agency leasing arrangements in accordance with AASB 16: *Leases*. Subsequent to the release of the 2019-20 Budget, it was determined that GOA inter-agency leasing arrangements were outside the scope of AASB 16 and therefore not required to be reported on the Statement of Financial Position. GOA leasing arrangements are now expensed as incurred and reflected as such from the 2019-20 Actual onwards.
3. Leave liability balances have been paid out on the retirement of the Parliamentary Inspector and the resignation of the Assistant to the Parliamentary Inspector.

INCOME STATEMENT ^(a) (Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	477	455	326	455	457	460	464
Supplies and services	162	209	156	210	203	200	200
Accommodation	97	5	85	72	75	79	93
Depreciation and amortisation	32	129	32	32	32	32	32
Finance and interest costs	-	12	-	-	-	-	-
Other expenses	46	40	45	40	38	38	39
TOTAL COST OF SERVICES	814	850	644	809	805	809	828
NET COST OF SERVICES	814	850	644	809	805	809	828
INCOME FROM STATE GOVERNMENT							
Service appropriations	697	708	695	659	663	667	686
Resources received free of charge	147	142	140	142	142	142	142
TOTAL INCOME FROM STATE GOVERNMENT	844	850	835	801	805	809	828
SURPLUS/(DEFICIENCY) FOR THE PERIOD	30	-	191	(8)	-	-	-

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 2, 2 and 2 respectively.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	497	304	351	343	343	343	343
Receivables.....	3	5	2	2	2	2	2
Other.....	1	10	8	8	8	8	8
Total current assets.....	501	319	361	353	353	353	353
NON-CURRENT ASSETS							
Holding account receivables.....	227	356	259	291	323	355	387
Property, plant and equipment.....	190	448	158	126	94	62	30
Total non-current assets.....	417	804	417	417	417	417	417
TOTAL ASSETS	918	1,123	778	770	770	770	770
CURRENT LIABILITIES							
Employee provisions.....	387	220	-	-	-	-	-
Payables.....	18	17	74	74	74	74	74
Borrowings and leases	-	91	-	-	-	-	-
Total current liabilities.....	405	328	74	74	74	74	74
NON-CURRENT LIABILITIES							
Employee provisions.....	-	15	-	-	-	-	-
Borrowings and leases	-	212	-	-	-	-	-
Other.....	-	1	-	-	-	-	-
Total non-current liabilities.....	-	228	-	-	-	-	-
TOTAL LIABILITIES	405	556	74	74	74	74	74
EQUITY							
Contributed equity.....	160	244	160	160	160	160	160
Accumulated surplus/(deficit).....	353	323	544	536	536	536	536
Total equity	513	567	704	696	696	696	696
TOTAL LIABILITIES AND EQUITY	918	1,123	778	770	770	770	770

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

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	670	579	663	627	631	635	654
Capital appropriation	-	84	-	-	-	-	-
Net cash provided by State Government	670	663	663	627	631	635	654
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(410)	(502)	(654)	(455)	(457)	(460)	(464)
Supplies and services	(15)	(68)	(16)	(69)	(62)	(59)	(59)
Accommodation	(96)	(5)	(85)	(72)	(75)	(79)	(93)
GST payments	(16)	(16)	(14)	(16)	(16)	(16)	(16)
Finance and interest costs	-	(12)	-	-	-	-	-
Other payments	(51)	(39)	(56)	(39)	(37)	(37)	(38)
Receipts ^(c)							
GST receipts	18	16	16	16	16	16	16
Net cash from operating activities	(570)	(626)	(809)	(635)	(631)	(635)	(654)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(84)	-	-	-	-	-
Net cash from financing activities	-	(84)	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	100	(47)	(146)	(8)	-	-	-
Cash assets at the beginning of the reporting period	398	351	497	351	343	343	343
Net cash transferred to/from other agencies	(1)	-	-	-	-	-	-
Cash assets at the end of the reporting period	497	304	351	343	343	343	343

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

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
GST Receipts							
GST Input credits	18	16	16	16	16	16	16
TOTAL	18	16	16	16	16	16	16

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

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

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	-	-	-	-
Mirraboopa 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.

(a) (b) **NET APPROPRIATION DETERMINATION**

	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)

- 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)

- 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.
- 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.
- 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
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	n/a	n/a	92,498	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.

Part 9

Transport

Introduction

The Transport portfolio delivers an accessible, reliable and safe transport system across all modes of transport, including road, rail, bus, ferry, freight, shipping, boating, cycling and active transport. It ensures an integrated transport network that facilitates economic and regional development, and focuses on long-term planning and investment in transport infrastructure for the State's future.¹

Summary of Recurrent and Asset Investment Expenditure

Agency	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Transport		
– Total Cost of Services	559,997	477,568
– Asset Investment Program	32,917	50,513
Commissioner of Main Roads		
– Total Cost of Services	1,244,099	1,413,671
– Asset Investment Program	1,256,024	1,432,622
Public Transport Authority of Western Australia		
– Total Cost of Services	1,601,767	1,799,450
– Asset Investment Program	642,488	1,769,703
METRONET Projects Under Development		
– Asset Investment Program	-	123,876
Fremantle Port Authority		
– Asset Investment Program	17,454	95,452

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
Kimberley Ports Authority		
– Asset Investment Program	16,103	6,778
Mid West Ports Authority		
– Asset Investment Program	4,517	24,438
Pilbara Ports Authority		
– Asset Investment Program	77,284	116,347
Southern Ports Authority		
– Asset Investment Program	16,152	31,299

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

Ministerial Responsibilities

Minister	Agency	Services
Minister for Transport; Planning	Transport	1. Strategic Transport Policy and Integrated Planning 2. Driver and Vehicle Services 3. Maritime 4. On-demand Transport
	Commissioner of Main Roads	1. Infrastructure for State Development 2. Road System Management 3. Road Efficiency Improvements 4. Road Network Maintenance 5. Road Safety 6. Infrastructure for Community Access
	Public Transport Authority of Western Australia	1. Metropolitan and Regional Passenger Services 2. Country Passenger Rail and Road Coach Services 3. Regional School Bus Services 4. Rail Corridor and Residual Freight Issues Management
	METRONET Projects Under Development	n/a
Minister for Regional Development; Agriculture and Food; Ports; Minister Assisting the Minister for State Development, Jobs and Trade	Fremantle Port Authority	n/a
	Kimberley Ports Authority	n/a
	Mid West Ports Authority	n/a
	Pilbara Ports Authority	n/a
	Southern Ports Authority	n/a

Division 39 **Transport**

Part 9 **Transport**

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 81 Net amount appropriated to deliver services.....	75,449	204,692	225,256	96,817	71,791	75,610	61,771
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	894	894	894	894	896	899	901
Total appropriations provided to deliver services	76,343	205,586	226,150	97,711	72,687	76,509	62,672
ADMINISTERED TRANSACTIONS							
Item 82 Western Australian Coastal Shipping Commission	100	100	100	100	100	100	100
CAPITAL							
Item 140 Capital Appropriation	20,634	20,310	15,122	37,952	43,908	22,823	20,823
TOTAL APPROPRIATIONS	97,077	225,996	241,372	135,763	116,695	99,432	83,595
EXPENSES							
Total Cost of Services	412,164	554,997	559,997	477,568	501,071	472,747	460,378
Net Cost of Services ^(b)	70,093	210,795	209,176	123,495	95,232	73,368	58,605
CASH ASSETS ^(c)	158,475	162,007	201,399	216,179	226,224	264,955	304,612

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

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Carnarvon Fascine Entrance.....	-	400	380	1,860	1,860
Election Commitment - Continuation of the Principal Shared Path Program	(270)	1,721	4,548	1,445	12,556
Financial Support for Regular Public Transport Air Services and Airfares in Regional Western Australia.....	-	3,200	3,200	-	-
Fremantle Fishing Boat Harbour - Replacement of Electrical Infrastructure.....	-	-	295	295	295
Funding to Secure Essential Regional Aviation Services for Western Australia	774	2,226	-	-	-
Hillarys Boat Harbour - Replacement of Jetties F, G, H and J.....	-	-	130	259	259
On-demand Transport Industry Relief Package	1,630	6,000	-	-	-
Perth City Deal - Central Business District (CBD) Transport Plan ^(b)	-	8,500	42,501	29,501	14,500
Redevelopment of Woodman Point Jetty	-	-	400	400	400
Tantabiddi Boat Ramp Redevelopment Planning.....	-	850	450	-	-
Waiver of Fees and Rent Relief.....	(3,079)	-	-	-	-

	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
New Initiative					
Other COVID-19					
COVID-19 Public Information Call Centre (Western Australia Police Force) ...	770	1,466	-	-	-
Maritime Vessel Accommodation Fee Freeze	-	-	(267)	(206)	(133)
Transport Infrastructure Information Campaign.....	993	4,935	236	-	-
Ongoing Initiatives					
Election Commitment					
Fremantle Container Rail Subsidy	(134)	1,886	7,165	8,569	8,709
METRONET Program Management Costs	412	547	450	210	-
Westport: Port and Environs Strategy.....	2,380	3,298	11,296	23,056	19,020
Western Australian Bicycle Network and Boulevards Grant Programs	-	-	-	5,340	5,340
Other					
Amendment to Leave Liability	-	3,900	-	-	-
Coastal Protection for Port Beach	200	-	-	-	-
Connected Portfolio Project	103	-	-	-	-
Country Age Pension Fuel Card	-	(3,600)	(3,600)	(3,600)	(3,600)
Customer Information Centre	2,446	2,527	2,560	2,594	2,629
Enhanced Speed Enforcement Administration Costs	90	183	196	199	278
Increase to Indian Ocean Territories Service Delivery Agreement.....	206	206	206	206	206
Kings Square Office Fit-out	372	-	-	-	-
Memorandum of Understanding - Provision of Digital Evidence to					
Western Australia Police Force.....	134	26	-	-	-
Port of Wyndham Operating Agreement.....	-	1,447	-	-	-
Revised ServiceWA Pilot Expenditure.....	(600)	(1,410)	141	68	68
Settlement of a Legal Claim	35,000	-	-	-	-
Tariffs, Fees and Charges	-	(5,314)	(7,253)	(12,133)	(5,984)
Taxi User Subsidy Scheme	3,400	-	-	-	-
Upgrade of Bremer Bay Boat Harbour	66	-	-	-	-

(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) Of the Perth City Deal - Perth CBD Transport Plan, \$37 million is included in the WA Recovery Plan which consists of part funding for the Causeway Cycling and Pedestrian (\$30 million) and bike lanes and shared paths (\$7 million).

Significant Issues Impacting the Agency

Westport: Port and Environs Strategy

1. The Westport Taskforce released its Stage 2 Report and the Government announced Kwinana as the preferred location for Perth's future container port. Work has commenced to develop the Westport: Port and Environs Strategy and provide a business case for Government consideration.

Freight

2. The Department is planning and implementing initiatives to boost the capacity of the road and rail network servicing the Fremantle Inner Harbour and improving the efficiency of the container freight supply chain. Efforts are ongoing to maintain and build on recent success increasing the volume of freight on rail.
3. The Department continues to work with industry to identify and address supply chain constraints in regional Western Australia.

Coastal Protection

4. In 2019, the assessment of Coastal Erosion Hotspots in Western Australia report identified 55 coastal erosion hotspot sites which represent locations where coastal erosion is expected to impact public and private assets and require management and adaptation actions.

On-demand Transport Reform

5. Implementation of the On-demand Transport Reform continues in 2020-21, with the third and final stage of the reform (driver authorisations) realised in July 2020. The transition from F (fee paying) and T (taxi) extensions to the new passenger transport driver authorisation reflects the reform's focus on safety and accountability.

WA Recovery Plan

6. COVID-19 has significantly impacted the community and the Department has ensured essential services continue and is contributing to whole-of-government efforts including supporting community recovery by providing financial relief and progressing priority infrastructure projects ready for delivery.
7. The Department is progressing an unprecedented number of maritime infrastructure projects (e.g. the redevelopment of Woodman Point Jetty, Hillarys Boat Harbour - Jetties F, G, H and J, and Fremantle Fishing Boat Harbour and Commercial Precinct - Redevelopment of Electrical Infrastructure) and expanding bicycle riding infrastructure to ensure community demand for facilities is met and jobs are created as part of the WA Recovery Plan.
8. As part of recovery in our regions the Department is engaged with airlines to ensure minimum service levels for regional travel and will also undertake a review of the draft State Aviation Strategy accordingly.
9. The Department is assisting local governments, community groups and coastal managers to ensure appropriate measures and coastal management plans are in place to protect high risk areas. This includes construction of a rock wall at Port Beach in Fremantle as interim protection to prevent coastal erosion.

Other COVID-19 Initiatives

10. Impact on freight continues to be managed with the Department working across Government and industry to enable freight to continue to cross borders while minimising potential vectors for transmission.
11. The Department has reallocated staff to respond to COVID-19 enquiries through the State Priority Information Line, and to assist processing 'Good to Go (G2G)' pass travel exemption applications for the Western Australia Police Force.
12. The Department is providing behaviour change programs to sustain active travel and rebalance public transport and vehicular mode shares as the community redistributes travel choices.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Integrated transport systems that facilitate economic development.	1. Strategic Transport Policy and Integrated Planning
Strong Communities: Safe communities and supported families.	Vehicles and road users that meet established vehicle standards, driver competencies and identify requirements to deliver safe vehicles, safe drivers and secure identities.	2. Driver and Vehicle Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	An accessible and safe transport system.	3. Maritime 4. On-demand Transport

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. Strategic Transport Policy and Integrated Planning	91,091	98,066	109,617	122,299	157,473	126,884	107,881
2. Driver and Vehicle Services.....	199,028	212,973	202,427	221,460	219,473	220,638	226,256
3. Maritime.....	96,749	99,203	97,894	101,610	96,365	97,403	98,276
4. On-demand Transport	25,296	144,755	150,059	32,199	27,760	27,822	27,965
Total Cost of Services ^(b)	412,164	554,997	559,997	477,568	501,071	472,747	460,378

(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 decrease in the Total Cost of Services from 2019-20 to 2020-21 is primarily attributable to grants and subsidies for the On-demand Transport Voluntary Taxi Plate Buy-back Scheme completed in 2019-20.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Integrated transport systems that facilitate economic development:					
Percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port	20%	19%	20%	20.3%	
Percentage of regional Local Government Areas (LGAs) that have access to regular public transport air services between the LGA and Perth	91.5%	91.6%	91.4%	91.4%	
Outcome: Vehicles and road users that meet established vehicle standards, driver competencies and identify requirements to deliver safe vehicles, safe drivers and secure identities:					
Percentage of vehicle examinations completed in accordance with the Australian Design Rules (Safe Vehicles)	96.8%	100%	93.5%	100%	1
Percentage of driver's licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers)	96.5%	100%	96.8%	100%	
Percentage of identity credentials compliant with the required standard of biometric quality	n/a	n/a	n/a	93%	2
Outcome: An accessible and safe transport system:					
Percentage of multi-purpose taxi journeys carrying passengers in wheelchairs which meet the waiting time standard	98.2%	90%	98.5%	95%	
Percentage of time maritime infrastructure is fit for purpose when required....	99%	99.7%	99%	99.7%	
Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels	10.8	10.7	10.2	10	
Percentage of audited authorised on-demand booking services compliant with safety requirements	n/a	n/a	n/a	45%	2

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

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

Explanation of Significant Movements

(Notes)

1. The variance between the 2019-20 Budget and the 2019-20 Actual was due to delays in the return of certification of inspection forms from the Regional Authorised Inspection Station providers to the Department which was impacted by COVID-19 delays.
2. This is a new effectiveness indicator. The 2020-21 Budget Target has been set for the first time.

Services and Key Efficiency Indicators

1. Strategic Transport Policy and Integrated Planning

This service contributes towards the provision of leadership for strategic transport management, development and protection of economic nodes and networks through the provision of a range of services, including:

- analysis, planning and implementation of urban infrastructure projects and models to manage future travel demands;
- strategic policy development which supports the achievement of sustainable, effective and practical solutions for Western Australian transport networks and addresses capacity issues;
- policy advice and strategic transport solutions to Government;
- representation and negotiation, on behalf of the Western Australian Government, at national level transport-related forums to produce positive outcomes that promote and protect Western Australian interests;
- program management and delivery of major intermodal infrastructure planning and development activities that assist in economic development;
- quality assurance and assessment of the return on investment for Government funds in transport projects; and
- monitoring industry and public demand-growth to provide best practice transport channels and access which alleviates environmental impacts.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 91,091	\$'000 98,066	\$'000 109,617	\$'000 122,299	1
Less Income	64,155	67,535	65,085	73,672	2
Net Cost of Service	26,936	30,531	44,532	48,627	
Employees (Full-Time Equivalents)	155	130	141	179	3
Efficiency Indicators					
Average cost per hour for strategic policy development and integrated transport planning	n/a	n/a	n/a	\$150	4

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

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service between the 2019-20 Actual and 2020-21 Budget is primarily attributable to a once-off increase in spending on Westport: Port and Environs Strategy, the WA Recovery Plan for Principal Shared Path Program and aviation subsidies.
2. The increase in the service income between the 2019-20 Actual and 2020-21 Budget is primarily due to grant revenue from Main Roads for the Principal Shared Path Program.
3. The increase in full-time equivalent positions in 2020-21 primarily reflects increased activity for the Transport Infrastructure Information Campaign and the Westport Taskforce.
4. This new efficiency indicator replaces average cost per policy hour for strategic transport policy development and average cost per planning hour for integrated transport planning development.

2. Driver and Vehicle Services

This service contributes towards the provision of safe, accessible, sustainable and efficient transport services and systems through the provision of driver's licensing and vehicle registration services for:

- setting motor vehicle standards in accordance with national and the Western Australian Government requirements, examining motor vehicles for compliance with those standards and registering and transferring compliant motor vehicles;
- setting standards and requirements for the enrolment and management of driver's licences and identity credentials, in accordance with the Western Australian Government legislation and national identity and security and privacy policies;
- assessing driver competency, issuing and renewing driver's licences in accordance with national and the Western Australian Government requirements and driver competency standards;
- securing and maintaining a database of registered vehicles and drivers, and managing vehicle identification numbers, to support the enforcement of road traffic and other relevant laws;
- collecting revenue on behalf of government; and
- informing and educating road users about driver's licensing, vehicle registration and related requirements.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 199,028	\$'000 212,973	\$'000 202,427	\$'000 221,460	1
Less Income	207,020	210,802	216,383	220,434	
Net Cost of Service	(7,992)	2,171	(13,956)	1,026	
Employees (Full-Time Equivalents)	895	916	963	940	2, 3
Efficiency Indicators					
Average cost per vehicle and driver transaction	\$17	\$18	\$17	\$19	
Average cost per vehicle inspection performed by vehicle examination centres	\$100	\$115	\$120	\$118	
Average cost per vehicle inspection delivered through authorised inspection stations	\$134	\$139	\$142	\$135	
Average cost per driver assessment	\$105	\$117	\$114	\$99	

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

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between 2019-20 Budget and 2020-21 Budget Target is primarily due to new spending for the COVID-19 State Public Information Line and Main Roads Customer Information Centre.
2. The increase in full-time equivalents in the 2020-21 Budget relative to the 2019-20 Budget primarily reflects the transfer of the Customer Information Centre from Main Roads to Transport.
3. The decrease in full-time equivalents between the 2019-20 Actual and 2020-21 Budget is due to temporary Practical Driver Assessors recruited in 2019-20 to clear a backlog of driving tests as a result of restrictions caused by COVID-19.

3. Maritime

This service contributes towards the Department's outcome of an accessible and safe transport system through a range of coastal infrastructure services and a range of marine safety and regulatory and education services including:

- licensing and registration of recreational vessels, moorings, jetties, ferries, recreational skippers and marine pilots;
- regulation and administration of marine operations, including on-water compliance and marine safety education;
- planning, building and managing new and existing land and water-based facilities for use of community as well as recreational and commercial vessels owners;
- provision of coastal engineering advice and solutions for new and existing land and water-based maritime facilities;
- provision of oceanographic, cartographic and geographic information; and
- marine protection through a hazard management response team.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 96,749	\$'000 99,203	\$'000 97,894	\$'000 101,610	
Less Income	64,736	62,265	66,233	55,597	1
Net Cost of Service	32,013	36,938	31,661	46,013	
Employees (Full-Time Equivalents)	236	238	233	237	
Efficiency Indicators					
Average cost per day per maritime infrastructure asset managed	\$85	\$85	\$91	\$89	
Average cost per private recreational vessel registration	\$140	\$174	\$157	\$140	
Cost to maintain marine pollution response preparedness per registered vessel	\$37	\$41	\$40	\$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.

Explanation of Significant Movements

(Notes)

1. The decrease in Income from 2019-20 Actual to 2020-21 Budget is primarily attributable to the rent relief and fees waiver implemented under the WA Recovery Plan.

4. On-demand Transport

This service contributes towards the provision of safe, accessible and sustainable personal on-demand transport services and systems through the provision of services for:

- setting and monitoring standards for on-demand transport vehicles;
- authorising on-demand booking services;
- administering subsidies for taxi users, student and pensioner travel schemes; and
- investigating complaints from on-demand transport patrons, operators and drivers.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 25,296	\$'000 144,755	\$'000 150,059	\$'000 32,199	1
Less Income	6,160	3,600	3,120	4,370	
Net Cost of Service	19,136	141,155	146,939	27,829	
Employees (Full-Time Equivalents)	55	57	55	57	
Efficiency Indicators					
Cost per on-demand transport authorisation	n/a	\$350	\$260	\$107	

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

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service between the 2019-20 Actual and 2020-21 Budget is primarily attributable to the On-demand Transport Voluntary Taxi Plate Buy-back Scheme completed in 2019-20.

Asset Investment Program

1. The Department's Asset Investment Program for 2020-21 is \$50.5 million. Major projects are summarised below.

Transforming Bunbury's Waterfront - Stage 2 (Jetty Road)

2. This project is part of the Transforming Bunbury's Waterfront initiative. Upgrades to the Jetty Road causeway will improve access, parking and amenity to the area as well as providing the enabling infrastructure for installation of new boat pens in future stages. The works involve the reconstruction of the rock revetments, reconstruction of the access road including new parking bays, multi-use pathways, drainage, feature landscaping, public toilets, lighting and services upgrades. The reconstruction of the rock revetments was completed in 2018-19 with the remaining works due for completion in 2020-21.

Maritime Facilities Program

3. This program comprises asset replacement and additional public maritime infrastructure throughout the State to meet current and future boating requirements. Significant projects being delivered throughout 2020-21 include completion of the multi-purpose building at Casuarina Boat Harbour in Bunbury, continuation of improvements and asset replacement works including new floating jetties and services upgrades within Two Rocks Marina, completion of lift replacements at Barrack Square and replacement of ageing electrical infrastructure at Wyndham Port and Jurien Boat Harbour.

Driver and Vehicle Services Reform Program

4. This program of works is to modernise driver and vehicle services information systems by implementing new technology that increases the number of transactions customers can conduct without face-to-face attendance at licensing centres. This program also enhances licensing centre facilities to improve customer service.

Information and Communications Technology (ICT) Infrastructure

5. This is a program for the development, expansion and ongoing maintenance of ICT infrastructure and applications for the effective and sustainable delivery of Departmental services as well as shared projects on behalf of the Department of Planning, Lands and Heritage. Simultaneously developing cloud-computing services including servers, storage, databases, networking, software and application to align the new digital business trend.

On-demand Transport Business System Enhancement

6. The enhanced On-demand Transport business systems needed to support reform of the industry have been developed and deployed in line with the regulatory commencement schedule, with booking service, levy and vehicle authorisation modules in place. In 2020-21, the final module for the application, assessment and ongoing monitoring of passenger transport drivers will be delivered, completing the reform.

WA Recovery Plan

7. The Government's WA Recovery Plan to drive economic, social recovery, and create local jobs includes, via the Department, \$36.3 million in capital investment in major maritime facilities infrastructure upgrades to improve services across Western Australia.

Albany Waterfront Marina - Toll Place Services and Lighting Upgrades

8. The Department has identified an opportunity to attract new business to prime waterfront land along Toll Place within the Albany Waterfront Marina. A total of \$0.4 million will be spent to extend critical services such as power, water, sewer and communications promote further development within the harbour and enables third party development through commercial leases. In addition, lighting upgrades along Toll Place will see existing street lighting replaced with energy efficient light-emitting diode lights, reducing ongoing operating and maintenance costs.

Carnarvon Fascine Entrance

9. With current limitations to vessel access through the Carnarvon fascine, an interim solution to relocate select vessels to the Carnarvon Boat Harbour will be implemented. Construction of new floating pens to accommodate these relocated vessels will restore their access to the ocean while a long-term solution for the fascine is investigated. Of this project, an estimated \$2.5 million will be expended on capital works.

Coastal Adaptation

10. The Department will spend an additional \$5 million in assisting local coastal managers (local government) and community groups to ensure appropriate measures and management plans are in place and works implemented to protect coastal erosion hotspot sites.

Fast Speed Ferry Jetty - Batavia Coast Marina

11. \$3 million will be spent to construct two jetties and associated landside infrastructure within Geraldton. The first jetty will be located outside the Museum of Geraldton within the Batavia Coast Marina allowing charter vessels up to 25 metres in length. The second jetty will act as a ferry terminal for vessels greater than 25 metres in length and will be located off the port's eastern breakwater. These new jetties will provide marine tourism opportunities along the Batavia Coast and to the Abrolhos Islands.

Fremantle Fishing Boat Harbour and Commercial Precinct - Replacement of Electrical Infrastructure

12. The Department is responsible for providing and maintaining both high and low voltage electrical infrastructure within the Fremantle Fishing Boat Harbour. This infrastructure currently supplies all public areas and facilities as well as a multitude of commercial tenancies. \$5.9 million will be spent to replace ageing electrical infrastructure, resulting in improved safety and reliability benefits.

Hillarys Boat Harbour - Jetties F, G, H and J

13. In addition to the ongoing program of metropolitan jetty replacements which began in 2006, the Department will spend \$6.8 million to replace the last original remaining floating jetties at Hillarys Boat Harbour, Jetties F, G, H and J. The existing jetties have reached the end of their life and will be progressively replaced with modern floating pens of a standard similar to other recently completed jetty replacements at the harbour such as Jetties B, C, K and L.

Redevelopment of Woodman Point Jetty

14. \$9.7 million will be spent to replace the deteriorated recreational jetty located at Woodman Point which is now over 80 years old and in poor condition. The jetty is one of Perth's most popular recreational fishing spots and is also a popular underwater diving destination. The Department will remove the old jetty deck while retaining the below water structure and construct a new jetty on a new alignment to enable continued safe recreational access for the community to the waters of Cockburn Sound.

Soldiers Road (Byford) - Principal Shared Path

15. \$3 million will be spent on a Principal Shared Path along the eastern side of Soldiers Road between Abernethy Road, Byford Road and 500 metres north of Bishop Road in Mundijong, where it connects into an existing path.

	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							
Coastal Infrastructure - Transforming Bunbury's Waterfront - Stage 2 (Jetty Road).....	9,877	8,232	4,062	1,645	-	-	-
Driver and Vehicle Services							
Intergovernmental Agreement on Identity Matching Services	2,612	1,352	1,149	1,260	-	-	-
ServiceWA Pilot.....	2,196	1,274	1,274	922	-	-	-
On-demand Transport Business System Enhancement.....	14,300	10,615	4,747	3,685	-	-	-
COMPLETED WORKS							
Business Information Systems - ICT Infrastructure							
2019-20 Program.....	4,282	4,282	4,282	-	-	-	-
Coastal Infrastructure - Maritime Facilities Program							
2019-20 Program.....	13,713	13,713	13,713	-	-	-	-
Corporate - Accommodation and Refurbishment							
2019-20 Program.....	509	509	509	-	-	-	-
Driver and Vehicle Services Reform 2019-20 Program.....	1,870	1,870	1,870	-	-	-	-
Marine Safety							
Marine Oil Pollution Response Equipment							
Enhancement/Replacement - 2019-20 Program.....	203	203	203	-	-	-	-
Navigational Aids Program - 2019-20 Program	649	649	649	-	-	-	-
Vessel Replacement - 2019-20 Program.....	430	430	430	-	-	-	-
Minor Works - 2019-20 Program	29	29	29	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Coastal Infrastructure							
Albany Waterfront Marina	400	-	-	400	-	-	-
Carnarvon Fascine Entrance	2,500	-	-	-	2,500	-	-
Coastal Adaptation	5,000	-	-	3,150	1,850	-	-
Fast Speed Ferry Jetty - Batavia Coast Marina	3,000	-	-	3,000	-	-	-
Fremantle Fishing Boat Harbour and Commercial							
Precinct - Replacement of Electrical Infrastructure	5,900	-	-	2,900	3,000	-	-
Hillarys Boat Harbour - Jetties F, G, H, and J.....	6,800	-	-	500	4,300	2,000	-
Redevelopment of Woodman Point Jetty.....	9,690	-	-	1,800	7,890	-	-
Corporate - Soldiers Road (Byford) - Principal Shared Path	3,000	-	-	2,000	1,000	-	-
Other New Works							
Business Information Systems - ICT Infrastructure							
2020-21 Program.....	7,497	-	-	7,497	-	-	-
2021-22 Program.....	5,215	-	-	-	5,215	-	-
2022-23 Program.....	5,525	-	-	-	-	5,525	-
2023-24 Program.....	5,525	-	-	-	-	-	5,525
Coastal Infrastructure - Maritime Facilities Program							
2020-21 Program.....	13,354	-	-	13,354	-	-	-
2021-22 Program.....	8,743	-	-	-	8,743	-	-
2022-23 Program.....	9,180	-	-	-	-	9,180	-
2023-24 Program.....	9,180	-	-	-	-	-	9,180
Corporate - Accommodation and Refurbishment							
2020-21 Program.....	1,081	-	-	1,081	-	-	-
2021-22 Program.....	779	-	-	-	779	-	-
2022-23 Program.....	818	-	-	-	-	818	-
2023-24 Program.....	818	-	-	-	-	-	818

	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
Driver and Vehicle Services Reform Program							
2020-21 Program	4,216	-	-	4,216	-	-	-
2021-22 Program	6,600	-	-	-	6,600	-	-
2022-23 Program	3,200	-	-	-	-	3,200	-
2023-24 Program	3,200	-	-	-	-	-	3,200
Marine Safety - Marine Oil Pollution Response Equipment - Enhancement/Replacement Program							
2020-21 Program	200	-	-	200	-	-	-
2021-22 Program	200	-	-	-	200	-	-
2022-23 Program	200	-	-	-	-	200	-
2023-24 Program	200	-	-	-	-	-	200
Minor Works							
2020-21 Program	1,142	-	-	1,142	-	-	-
2021-22 Program	379	-	-	-	379	-	-
2022-23 Program	408	-	-	-	-	408	-
2023-24 Program	408	-	-	-	-	-	408
Navigational Aids Program							
2020-21 Program	1,031	-	-	1,031	-	-	-
2021-22 Program	872	-	-	-	872	-	-
2022-23 Program	912	-	-	-	-	912	-
2023-24 Program	912	-	-	-	-	-	912
Vessel Replacement							
2020-21 Program	730	-	-	730	-	-	-
2021-22 Program	580	-	-	-	580	-	-
2022-23 Program	580	-	-	-	-	580	-
2023-24 Program	580	-	-	-	-	-	580
Total Cost of Asset Investment Program	181,225	43,158	32,917	50,513	43,908	22,823	20,823
FUNDED BY							
Capital Appropriation			15,122	37,952	43,908	22,823	20,823
Drawdowns from Royalties for Regions Fund			6,173	-	-	-	-
Funding Included in Department of Treasury Administered Item			2,920	-	-	-	-
Internal Funds and Balances			-	7,729	-	-	-
Other			7,500	2,525	-	-	-
Other Grants and Subsidies			1,202	2,307	-	-	-
Total Funding			32,917	50,513	43,908	22,823	20,823

(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. Total Cost of Services is estimated to decrease by \$82.4 million in 2020-21 Budget compared to the 2019-20 Actual. This is mainly due to a decrease in grants and subsidies for the On-demand Transport Voluntary Taxi Plate Buy-back Scheme completed in 2019-20 and a \$35 million payment made in 2019-20 to settle an outstanding legal claim against the State.

Income

2. The increase in income between 2019-20 Actual and the 2020-21 Budget Estimate is primarily due to grant revenue from Main Roads for the Principal Shared Path Program.

Statement of Cashflows

3. The decrease in service appropriation in the 2020-21 Budget Estimate compared to the 2019-20 Actual is primarily due to the On-demand Transport Voluntary Taxi Plate Buy-back Scheme completed in 2019-20.
4. The 2020-21 Budget Estimate for capital appropriation includes funding allocated for projects as part of the WA Recovery Plan.

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)	136,583	143,641	144,332	156,685	152,689	152,879	152,313
Grants and subsidies ^(d)	119,045	236,433	213,990	134,885	161,107	124,666	111,665
Supplies and services	78,061	90,352	81,813	97,676	100,635	110,027	104,829
Accommodation	27,803	17,651	27,098	26,797	28,307	28,619	29,233
Depreciation and amortisation	21,031	35,332	24,090	25,317	26,135	25,657	25,655
Finance and interest costs	-	3,300	114	195	170	149	116
Other expenses	29,641	28,288	68,560	36,013	32,028	30,750	36,567
TOTAL COST OF SERVICES	412,164	554,997	559,997	477,568	501,071	472,747	460,378
Income							
Sale of goods and services	26,332	28,054	27,599	28,047	29,244	30,476	31,760
Regulatory fees and fines	213,293	214,556	216,855	217,811	233,181	232,198	237,136
Grants and subsidies	10,603	13,984	15,404	30,632	51,517	44,849	40,060
Taxation	58,723	58,911	55,699	51,180	59,034	60,237	61,163
Other revenue	33,120	28,697	35,264	26,403	32,863	31,619	31,654
Total Income	342,071	344,202	350,821	354,073	405,839	399,379	401,773
NET COST OF SERVICES	70,093	210,795	209,176	123,495	95,232	73,368	58,605
INCOME FROM STATE GOVERNMENT							
Service appropriations	76,343	205,586	226,150	97,711	72,687	76,509	62,672
Resources received free of charge	1,841	1,989	1,958	1,989	1,989	1,989	1,989
Royalties for Regions Fund:							
Regional Community Services Fund	40,624	34,447	32,552	33,286	30,751	30,751	30,751
TOTAL INCOME FROM STATE GOVERNMENT	118,808	242,022	260,660	132,986	105,427	109,249	95,412
SURPLUS/(DEFICIENCY) FOR THE PERIOD	48,715	31,227	51,484	9,491	10,195	35,881	36,807

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 1,341, 1,392 and 1,413 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
Active Traffic Management.....	2,229	2,250	2,250	2,250	2,250	2,250	2,250
Australian Maritime Safety Authority	600	240	239	-	-	-	-
Aviation (Public Air Route) Subsidies	500	500	375	4,605	3,605	500	500
Bicycle Boulevards (Safe Active Streets Program).....	3,472	3,000	1,520	4,403	3,000	-	-
Coastal Projects and Zone Management	1,057	1,057	1,050	1,057	1,057	1,057	1,057
Community Police	1,278	1,300	1,629	1,300	1,300	1,300	1,300
Country Age Pension Fuel Card Scheme.....	26,552	30,891	26,332	27,549	27,553	27,612	27,563
Emergency Vehicle Insurance.....	57	-	-	-	-	-	-
Fare Subsidies (Pensioners)	1,566	1,589	1,129	1,589	1,589	1,589	1,589
Fremantle Container Rail Subsidy.....	5,944	5,900	5,871	7,136	8,334	8,569	8,709
Funding to Secure Essential Regional Aviation Services for Western Australia	-	-	774	2,226	-	-	-
Local Projects Local Jobs	699	-	154	120	-	-	-
Marine Communications.....	676	670	685	670	670	670	670
Multi-purpose Taxi - Vehicle Modification Grant....	150	345	222	345	345	345	345
National Transport Reforms	316	300	321	328	336	345	354
On-demand Transport Industry Relief Package.....	-	-	1,630	6,000	-	-	-
Reform Regional Reform	390	-	-	-	-	-	-
Voluntary Taxi Plate Buy-back Scheme	-	118,320	118,163	-	-	-	-
Other Grants and Subsidies	269	230	559	324	217	222	222
Perth City Deal CBD Transport Plan	-	-	-	7,218	41,218	28,216	14,400
Port of Wyndham.....	2,526	2,569	2,726	2,600	1,988	1,988	1,988
Public Transport Authority - CAT Bus Services.....	15,742	16,055	15,412	15,292	15,292	15,292	15,292
Recreational Boat Facilities	7,007	500	1,336	3,951	1,500	1,500	1,500
Regional Airport Development Scheme	7,576	11,622	1,164	2,583	11,332	1,935	1,935
Regional Taxi Transition Fund.....	-	-	2,770	-	-	-	-
Student Fare Concessions	1,316	1,241	1,156	1,241	1,241	1,241	1,241
Taxi User Co-payment.....	2,489	1,959	3,001	1,959	1,959	1,959	1,959
Taxi User Subsidy Scheme	10,560	8,826	9,786	8,826	8,826	8,826	8,826
Western Australian Bicycle Network (Including Principal Shared Path Program)....	26,074	27,069	13,736	31,313	27,495	19,250	19,965
TOTAL	119,045	236,433	213,990	134,885	161,107	124,666	111,665

(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.....	51,629	8,454	59,998	40,774	38,172	36,104	34,066
Restricted cash.....	105,239	151,816	139,260	172,723	184,710	224,999	266,214
Holding account receivables.....	-	-	-	3,900	3,900	3,900	3,900
Receivables.....	8,510	15,204	10,579	10,579	10,579	10,579	10,579
Other.....	4,338	5,630	4,762	4,762	4,762	4,762	4,762
Assets held for sale.....	7,757	7,757	-	-	-	-	-
Total current assets.....	177,473	188,861	214,599	232,738	242,123	280,344	319,521
NON-CURRENT ASSETS							
Holding account receivables.....	256,291	279,583	276,738	297,095	318,682	339,759	360,793
Property, plant and equipment.....	429,712	532,836	456,252	488,632	507,790	506,408	502,989
Intangibles.....	40,418	35,627	38,198	37,383	36,534	35,685	34,836
Restricted cash.....	1,607	1,737	2,141	2,682	3,342	3,852	4,332
Total non-current assets.....	728,028	849,783	773,329	825,792	866,348	885,704	902,950
TOTAL ASSETS.....	905,501	1,038,644	987,928	1,058,530	1,108,471	1,166,048	1,222,471
CURRENT LIABILITIES							
Employee provisions.....	21,852	22,078	24,405	28,661	29,017	29,373	29,729
Payables.....	20,610	19,930	21,960	21,960	21,960	21,960	21,960
Borrowings and leases.....	-	-	2,081	2,081	2,081	2,081	2,081
Other.....	507	3,713	4,902	4,902	1,902	1,902	1,902
Total current liabilities.....	42,969	45,721	53,348	57,604	54,960	55,316	55,672
NON-CURRENT LIABILITIES							
Employee provisions.....	6,471	6,054	6,782	6,782	6,782	6,782	6,782
Borrowings and leases.....	-	85,879	2,477	6,380	4,862	3,379	1,816
Total non-current liabilities.....	6,471	91,933	9,259	13,162	11,644	10,161	8,598
TOTAL LIABILITIES.....	49,440	137,654	62,607	70,766	66,604	65,477	64,270
EQUITY							
Contributed equity.....	514,558	554,114	534,902	587,854	631,762	654,585	675,408
Accumulated surplus/(deficit).....	338,674	344,973	386,534	396,025	406,220	442,101	478,908
Reserves.....	2,829	1,903	3,885	3,885	3,885	3,885	3,885
Total equity.....	856,061	900,990	925,321	987,764	1,041,867	1,100,571	1,158,201
TOTAL LIABILITIES AND EQUITY.....	905,501	1,038,644	987,928	1,058,530	1,108,471	1,166,048	1,222,471

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

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	56,509	182,294	205,703	73,454	51,100	55,432	41,638
Capital appropriation	20,634	20,310	15,122	37,952	43,908	22,823	20,823
Administered equity contribution	-	20,220	2,920	15,000	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	40,624	34,447	32,552	33,286	30,751	30,751	30,751
Regional Infrastructure and Headworks Fund	1,606	4,247	6,173	-	-	-	-
Receipts paid into Consolidated Account	(6,700)	-	(3,879)	-	-	-	-
Net cash provided by State Government	112,673	261,518	258,591	159,692	125,759	109,006	93,212
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(135,491)	(143,285)	(140,562)	(152,429)	(152,333)	(152,523)	(151,957)
Grants and subsidies	(118,751)	(236,433)	(212,571)	(134,885)	(161,107)	(124,666)	(111,665)
Supplies and services	(73,542)	(87,112)	(78,060)	(94,293)	(97,237)	(106,618)	(101,420)
Accommodation	(26,869)	(17,651)	(27,255)	(26,797)	(28,307)	(28,619)	(29,233)
GST payments	(26,859)	(26,706)	(25,359)	(26,706)	(26,706)	(26,706)	(26,706)
Finance and interest costs	-	(3,300)	-	(195)	(170)	(149)	(116)
Other payments	(30,731)	(29,539)	(66,328)	(37,407)	(33,437)	(32,170)	(37,987)
Receipts ^(c)							
Regulatory fees and fines	211,809	216,256	216,136	217,811	231,481	232,198	237,136
Grants and subsidies	16,790	13,984	14,965	30,632	51,517	44,849	40,060
Sale of goods and services	26,267	28,054	27,321	28,047	29,244	30,476	31,760
Taxation	58,723	58,911	56,542	51,180	59,034	60,237	61,163
GST receipts	27,896	26,706	25,138	26,706	26,706	26,706	26,706
Other receipts	32,459	29,997	29,613	26,403	31,563	31,619	31,654
Net cash from operating activities	(38,299)	(170,118)	(180,420)	(91,933)	(69,752)	(45,366)	(30,605)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(24,296)	(38,284)	(32,917)	(50,513)	(43,908)	(22,823)	(20,823)
Proceeds from sale of non-current assets	90	-	49	-	-	-	-
Net cash from investing activities	(24,206)	(38,284)	(32,868)	(50,513)	(43,908)	(22,823)	(20,823)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(9,546)	(2,372)	(2,466)	(2,054)	(2,086)	(2,127)
Net cash from financing activities	-	(9,546)	(2,372)	(2,466)	(2,054)	(2,086)	(2,127)
NET INCREASE/(DECREASE) IN CASH HELD	50,168	43,570	42,931	14,780	10,045	38,731	39,657
Cash assets at the beginning of the reporting period	110,173	118,437	158,475	201,399	216,179	226,224	264,955
Net cash transferred to/from other agencies	(1,866)	-	(7)	-	-	-	-
Cash assets at the end of the reporting period	158,475	162,007	201,399	216,179	226,224	264,955	304,612

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

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Regulatory Fees and Fines							
Boat Registration Fees	19,259	20,258	20,162	18,745	21,230	21,651	22,090
Jetty Licences and Coastal Facility Fees	12,903	16,345	13,554	12,377	15,722	15,990	16,196
Motor Driver's Licence Fees	65,690	69,442	72,478	71,566	70,228	67,643	69,211
Motor Vehicle							
Inspection Fees	19,830	19,630	18,899	19,867	20,399	20,955	21,520
Plate Fees	14,646	15,106	16,466	16,088	16,132	16,421	16,568
Recording Fee	56,742	55,502	54,769	55,984	57,448	58,952	60,501
Transfer Fees	9,164	8,963	9,354	10,351	10,397	10,439	10,476
On-demand Transport Fees	5,768	3,222	2,902	4,338	11,218	11,242	11,468
Other Driver and Vehicle Services Fees	6,499	5,968	6,290	6,727	6,886	7,047	7,209
Other Marine Safety Fees	1,308	1,820	1,262	1,768	1,821	1,858	1,897
Grants and Subsidies							
Grants and Contributions Received	16,790	13,984	14,965	30,632	51,517	44,849	40,060
Sale of Goods and Services							
Sale of Goods and Services	26,267	28,054	27,321	28,047	29,244	30,476	31,760
Taxation							
Perth Parking Levy	58,723	58,911	56,542	51,180	59,034	60,237	61,163
GST Receipts							
GST Input Credits	19,959	18,825	17,481	18,825	18,825	18,825	18,825
GST Receipts on Sales	7,937	7,881	7,657	7,881	7,881	7,881	7,881
Other Receipts							
Interest Revenue	663	296	239	296	296	296	296
Other Revenue	11,768	8,940	9,136	7,346	9,703	9,725	9,725
Rents and Leases	17,833	17,404	15,894	12,775	17,037	17,037	17,037
Service Delivery Agreement	2,195	3,357	4,344	5,986	4,527	4,561	4,596
TOTAL	373,944	373,908	369,715	380,779	429,545	426,085	428,479

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

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
INCOME							
Taxation							
Motor Vehicle Licence Fees	948,835	980,044	997,191	1,010,449	1,066,965	1,129,064	1,198,481
On-demand Transport Levy	5,213	29,500	41,130	29,500	29,500	23,457	-
Fines							
Final Demand Fees	2,134	2,459	2,174	2,508	2,558	2,610	2,610
Other Fines	28,942	23,028	23,342	23,028	23,028	23,028	23,028
Plate and Transfer Infringements	8,058	8,355	8,184	8,235	8,117	8,001	8,001
Speed and Red Light Fines	76,526	77,793	78,666	76,985	74,868	73,405	73,405
Other							
Appropriation	100	100	100	100	100	100	100
Off Road Vehicle Fees	60	106	85	120	133	147	147
TOTAL ADMINISTERED INCOME	1,069,868	1,121,385	1,150,872	1,150,925	1,205,269	1,259,812	1,305,772
EXPENSES							
Statutory Authorities							
Western Australian Coastal Shipping Commission	100	100	100	100	100	100	100
Other							
All Other Expenses							
Payments to Consolidated Account	1,350,038	1,043,386	1,442,736	1,073,720	1,130,168	1,186,160	1,232,120
Payments to Off Road Vehicle Trust Account	60	106	85	120	133	147	147
Payments to Road Trauma Trust Account	76,526	77,793	78,666	76,985	74,868	73,405	73,405
TOTAL ADMINISTERED EXPENSES	1,426,724	1,121,385	1,521,587	1,150,925	1,205,269	1,259,812	1,305,772

(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 40 Commissioner of Main Roads

Part 9 Transport

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 83 Net amount appropriated to deliver services.....	323,019	349,411	348,089	368,402	367,720	365,082	365,091
Amount Authorised by Other Statutes							
- Road Traffic Act 1974.....	656,253	748,093	747,593	764,651	815,141	755,805	766,688
- Salaries and Allowances Act 1975.....	425	425	425	425	425	426	426
Total appropriations provided to deliver services	979,697	1,097,929	1,096,107	1,133,478	1,183,286	1,121,313	1,132,205
CAPITAL							
Item 141 Capital Appropriation	-	-	-	10,400	23,418	6,500	-
- Road Traffic Act 1974.....	300,579	239,451	258,509	247,625	262,002	372,283	484,380
TOTAL APPROPRIATIONS	1,280,276	1,337,380	1,354,616	1,391,503	1,468,706	1,500,096	1,616,585
EXPENSES							
Total Cost of Services	1,299,834	1,489,935	1,244,099	1,431,671	1,333,672	1,273,995	1,287,166
Net Cost of Services ^(b)	279,064	518,748	295,833	159,160	203,302	122,141	447,969
CASH ASSETS ^(c)	385,762	174,909	305,414	235,042	198,929	291,628	336,823

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

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Main Roads' 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					
Election Commitment - Stephenson Avenue ^(b)	-	7,500	13,000	7,500	-
Motor Vehicle Licence Fee Revenue Update ^(c)	-	(5,593)	(9,224)	(12,040)	(7,298)
Road Trauma Trust Account - Metropolitan Intersection - Low Cost Treatment Program.....	-	1,000	5,000	5,000	5,100
Roadhouse Assistance Package.....	-	500	-	-	-
Roadside Vegetation Program ^(d)	-	-	-	-	-
New Initiatives					
Perth City Deal - Minor Works.....	-	-	2,942	1,942	-
Spoilbank Marina - Truck Haulage Route.....	-	5,000	-	-	-

	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Ongoing Initiatives					
Additional Third Party Works	34,000	-	-	-	-
Asset Retirements and Depreciation Update.....	21,737	38,547	16,587	20,849	36,834
Bridge Renewal Program	-	2,601	-	-	-
Commonwealth Black Spot Program.....	-	512	512	512	512
Commonwealth Revenue Update.....	16,000	8,800	(13,800)	4,000	(7,800)
Connected Portfolio Project.....	103	-	-	-	-
National Transport Commission	21	28	36	45	54
Operational Expenditure - Recurrent to Capital.....	(178,872)	(7,500)	(8,000)	(8,500)	(11,500)
Regional Workers Incentive Allowance Payments	30	30	30	30	30
Western Australia Natural Disaster Relief and Recovery Arrangements Update ...	(55,310)	(10,270)	(44,250)	(44,250)	(66,350)

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

(b) Additional funding allocated to the project totals \$40 million (\$17.5 million from the Commonwealth and \$22.5 million in reprioritised expenditure).

(c) This includes the \$20.1 million reduction in expenditure reflecting a one-year freeze in 2020-21 on motor vehicle licence fees as part of the WA Recovery Plan.

(d) Existing agency spending has been reprioritised to meet the costs of this initiative.

Significant Issues Impacting the Agency

1. Main Roads, along with the Transport portfolio partners, is playing a key role in the WA Recovery Plan with an unprecedented level of investment in road and rail construction projects, together with procurement initiatives designed to create more opportunities for local jobs, businesses and the economy. This includes fast tracking of projects, streamlining the award of contracts for smaller road construction projects and continually reviewing procurement and contracting arrangements to ensure the best possible contribution to the WA Recovery Plan.
2. Transportation of people and goods remains an essential part of Main Roads' activities and through the strategic direction document, Keeping WA Moving, Main Roads is able to respond to changing behaviours and the expectations of the community.
3. Collaboration across the Transport portfolio is essential to achieve the outcomes sought through the delivery of works and services undertaken by Main Roads. Main Roads is working closely with Transport portfolio partners to ensure that, collectively, the focus is on integrated planning, investment and delivery to provide customer-focused transport solutions and services.
4. The identification of new skills and capabilities to meet future growth and needs is evolving as new technologies and approaches are developed. Nationally, work to address skills shortages and emerging capabilities is occurring. Succession planning and mapping of changing business requirements is being used as Main Roads works to identify and develop appropriate training to upskill current and future employees.
5. Progress to increase the number of Aboriginal employment and business opportunities across the civil construction industry is continuing. Main Roads is working with industry to engage Aboriginal businesses in determining the best way to ensure that a sustainable and long-term industry is realised, creating a skilled workforce and enabling Aboriginal businesses to support an ongoing program of works.
6. Market capacity and capability to meet the pipeline of infrastructure projects is a concern nationally and presents risks that need to be managed in terms of realising the economic and social objectives sought from the significant investments being made.
7. The number of people that are killed or seriously injured on the State's road network is a significant concern. Main Roads' Road Safety Management System applies Safe System principles in order to manage the interaction between the road, travel speed, the vehicle and road user to assist in addressing road trauma. Main Roads continues to work collaboratively at the national level in the development of a new National Road Safety Strategy and with the Western Australia Police Force and the Road Safety Commission to reduce the level of road trauma across Western Australia.

8. Congestion has a significant impact on the State's productivity, safety, health and environment. Congestion affects all road users, including private vehicles, buses, pedestrians/cyclists and freight. Unaddressed, the estimated annual cost of congestion in Western Australia could increase from \$1.7 billion to \$3.6 billion by 2031. Through the Road Network Operations Centre, performance data is used to improve planning and real-time operations, supporting informed decision-making. Through initiatives such as Smart Freeways, new technology, smarter operations and targeted works, the focus remains on reducing the impact of congestion by optimising the existing assets.
9. Impacts of natural disasters and unplanned events, such as bush fires or tropical cyclones, on the road network can lead to significant financial and economic costs to transport users, the State and the community. Resilience of the entire transport network is important to ensure that socio-economic costs are mitigated to the extent possible.
10. Main Roads continues to monitor potential transport developments such as connected and automated vehicles, electric vehicles, ride sharing and micro mobility. Collaboration at State, national and international levels is ongoing to understand the possibilities and implications on the road network and the broader integrated land transport system. Predicting when the impact of these technologies will reach critical mass is a significant issue for urban and transport planners internationally.
11. Main Roads has in place a five-year agreement with local government, which reinforces the strong working relationship between local governments and the State. There is a recognised need for cooperation and coordination between agencies with an interest in roads. This will ensure that the most efficient and effective use can be made of the funds available for roads and that the best possible outcomes are achieved.
12. Main Roads is committed to protecting and enhancing the natural environment and social values in all of its activities. The Main Roads' environmental management system and environmental policy establishes objectives of environmental protection, impact minimisation, conservation of natural resources and a commitment to enhanced environmental performance. Main Roads works collaboratively with the Departments of Water and Environmental Regulation and Biodiversity, Conservation and Attractions to ensure environmental values are protected at the same time as meeting road safety objectives.
13. The former Council of Australian Governments agreed to ban the export of certain waste materials with a view that there is the potential to use them in infrastructure projects. The Commonwealth, State and Territory Governments are working together on the potential to use recycled materials on a range of projects with national guidelines and model specifications being considered to assist State and local governments.

WA Recovery Plan

14. An additional \$40 million has been allocated towards the extension of Stephenson Avenue between Scarborough Beach Road and the Mitchell Freeway, bringing the total cost of the project to \$165 million. The project is jointly funded from both the Commonwealth and the Western Australian Government on a 50/50 basis.
15. From 2020-21, Main Roads will spend an additional \$16.1 million over four years to target high casualty and high risk intersections on local government roads within the metropolitan area, starting with those local government authority roads with the highest crashes recorded over the last five years. This approach uses a combined reactive and proactive approach.
16. Through the Government's Roadside Vegetation program, a total of \$5 million has been allocated to enhance roadside vegetation in the agricultural region to offset the impacts of roadworks aimed at making roads safer.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Facilitate economic and regional development.	1. Infrastructure for State Development
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Reliable and efficient movement of people and goods.	2. Road System Management
	A well-maintained road network.	3. Road Efficiency Improvements
Strong Communities: Safe communities and supported families.	A safe road environment.	4. Road Network Maintenance
	Improved community access and roadside amenity.	5. Road Safety
		6. Infrastructure for Community Access

Total Cost of Services - Reconciliation to Service Summary Table

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Total Cost of Services	1,299,834	1,489,935	1,244,099	1,431,671	1,333,672	1,273,995	1,287,166
Add:							
Road Infrastructure Capital Works ^(b)	1,281,140	1,265,111	1,256,024	1,432,622	1,416,819	1,403,690	1,240,104
Less:							
Local Government Network Expenditure							
Disaster Recovery on Local Government							
Roads ^(e)	(153,679)	(109,580)	(38,595)	(46,641)	-	-	-
Major Works on Local Government							
Roads ^(d)	(19,098)	(45,342)	(36,704)	-	-	-	-
State Road Funds to Local Government							
Agreement ^(c)	(165,357)	(216,008)	(184,775)	(229,598)	(221,997)	(237,190)	(248,714)
Non-cash Expenditure							
Road Infrastructure Depreciation ^(f)	(378,345)	(406,886)	(396,589)	(437,151)	(443,291)	(444,857)	(444,116)
Road Transfers and Retirements ^(g)	(127,279)	(83,733)	(114,297)	(35,840)	(11,404)	(7,443)	(24,178)
Adjusted Total Cost of Services	1,737,216	1,893,497	1,729,163	2,115,063	2,073,799	1,988,195	1,810,262

(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) Road Infrastructure Capital Works reflects road works expenditure capitalised to infrastructure which is not reflected in the Income Statement in accordance with AASB 1055: *Budgetary Reporting*.

(c) A new State Road Funds to Local Government Agreement was signed in October 2018. This Agreement will run until the end of 2022-23.

(d) Given the changing nature of works undertaken on local roads (larger projects with direct management), this adjustment has not been made post 2019-20. These works will be reflected in Main Roads' Total Cost of Services.

(e) Natural Disaster Expenditure on Local Government Roads occurring after 2019-20 will now be recouped by local governments directly from the Department of Fire and Emergency Services. The 2020-21 figure reflects the finalisation of claims prior to the change.

(f) Road Infrastructure Depreciation includes amortisation of intangibles.

(g) Road Transfers and Retirements reflect retired non-current fixed assets expense and expenditure related to non-current fixed assets transferred to local authorities, both of which are non-cash transactions.

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. Infrastructure for State Development	615,175	459,282	452,001	352,837	342,209	277,890	367,798
2. Road System Management	121,426	144,816	166,006	168,054	160,254	153,002	137,428
3. Road Efficiency Improvements	401,223	584,344	537,225	659,906	743,797	869,367	553,780
4. Road Network Maintenance ^(b)	408,411	413,887	386,969	394,389	413,895	411,109	415,589
5. Road Safety ^(c)	144,191	191,659	159,688	314,150	144,824	148,081	130,106
6. Infrastructure for Community Access	46,790	99,509	27,274	225,727	268,820	128,746	205,561
Adjusted Total Cost of Services	1,737,216	1,893,497	1,729,163	2,115,063	2,073,799	1,988,195	1,810,262

- (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) Variations in Road Network Maintenance expenditure is primarily due to natural disaster repairs on the State and local road network, third party funded works and bridge works.
- (c) The variance between the 2020-21 Budget Estimate and the forward estimates period is primarily due to a one-off \$80 million contribution from the Commonwealth for the Regional State Road Safety Program and a range of road safety projects expected to be completed in 2020-21. As projects are identified as road safety initiatives, funding will be reallocated from other services.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Facilitate economic and regional development:					
Return on construction expenditure	4.1	4	4.3	4.18	
Outcome: Reliable and efficient movement of people and goods:					
Community satisfaction	90%	90%	90%	90%	
Road network permitted for use by heavy freight vehicles					
B-Doubles 27.5m	97%	97%	98%	97%	
Double road trains 27.5m	97%	97%	97%	97%	
Double road trains 36.5m	80%	80%	81%	80%	
Triple road trains 53.5m	45%	45%	45%	45%	
Network configuration - roads	92%	90%	93%	92%	
Network configuration - bridges					
Strength	94%	93%	94%	94%	
Width	96%	96%	96%	96%	
Outcome: A well maintained road network:					
Smooth travel exposure	97%	n/a	n/a	97%	1
Community satisfaction with road maintenance	87%	90%	86%	90%	
Preventative maintenance indicator	84%	85%	85%	85%	
Outcome: A safe road environment:					
Community satisfaction with road safety	91%	90%	92%	90%	
Blackspot location indicator	7.46	6.81	7.33	7.30	
Outcome: Improved community access and roadside amenity:					
Percentage of the year that 100% of the Main Roads' State road network is available	91%	95%	89%	95%	
Community satisfaction with cycleways and pedestrian facilities	91%	90%	91%	90%	

- (a) Further detail in support of the key effectiveness indicators is provided in Main Roads' 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 indicator is based on the percentage of travel undertaken on the State road network meeting specific roughness criteria. In 2011, it was agreed to only capture data used for this reporting on a biennial basis.

Services and Key Efficiency Indicators

1. Infrastructure for State Development

The objective of this service is to expand the road network in accordance with Government transport and land use strategies that will facilitate the economic and regional development of the State. These works are mostly aimed at increasing the capacity of the road network through the addition of new links, which include town bypasses.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	615,175	459,282	452,001	352,837	1
Less Income	365,319	365,076	366,011	256,159	2,3
Net Cost of Service	249,856	94,206	85,990	96,678	
Employees (Full-Time Equivalents) ^(b)	118	118	127	137	
Efficiency Indicators					
Percentage of projects completed on time	75%	90%	100%	90%	
Percentage of projects completed on budget	92%	90%	100%	90%	

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

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. The relatively high value of the 2018-19 Total Cost of Service is mainly due to expenditure relating to the Esperance Port Access, access to the Murdoch Activity Centre and Northlink WA.
2. The lower 2020-21 Total Cost of Service compared to previous years is mainly due to lower expenditure on Manuwarra Red Dog Highway and Ocean Reef Road/Wanneroo Road interchange due to works and staged works being completed in the prior year.
3. The relatively high value of the 2018-19 Net Cost of Service is mainly due to formal Commonwealth approval on variations between the Northlink WA projects not being received until 2019-20.

2. Road System Management

The objective of this service is to optimise real-time management of the network, provide traveller information and support delivery of projects. Works include activities of the traffic operation centre, heavy vehicle operation activities, metropolitan and regional road asset management, road user and customer services, emergency telephones, street lighting, intelligent transport systems, traffic signals and road advisory services to the community.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	121,426	144,816	166,006	168,054	1
Less Income	2,319	10,955	2,224	2,248	2
Net Cost of Service	119,107	133,861	163,782	165,806	
Employees (Full-Time Equivalents) ^(b)	580	585	626	672	
Efficiency Indicators					
Average cost of network management per million vehicle kilometres travelled	\$6,456	\$5,983	\$6,427	\$4,539	

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

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. The increase in 2020-21 Total Cost of Service compared to previous years is mainly due to additional resources being allocated to the management of the road network including improvements associated with Smart Freeways.
2. The reduction in Income from the 2019-20 Budget to the 2019-20 Actual is mainly due to Commonwealth funding being provided to Smart Freeways civil works rather than to technical support (which is reflected in Service 3).

3. Road Efficiency Improvements

The objective of this service is to improve the efficiency, capacity and utilisation of the existing road network. Improvements include providing a road of improved standard through geometric improvements, road widening, bridge strengthening and intersection improvements including roundabouts and interchanges.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 401,223	\$'000 584,344	\$'000 537,225	\$'000 659,906	1
Less Income	226,499	244,261	345,202	503,323	2
Net Cost of Service	174,724	340,083	192,023	156,583	2
Employees (Full-Time Equivalents) ^(b)	97	97	105	112	
Efficiency Indicators					
Percentage of projects completed on time	100%	90%	77%	90%	
Percentage of projects completed on budget	97%	90%	100%	90%	

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

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from 2018-19 Actual to the 2019-20 Actual and the 2020-21 Budget Target is mainly due to additional works relating to the Great Northern Highway - Ord River Corridor and the Bunbury Outer Ring Road.
2. Movement in Income and Net Cost of Service is mainly due to the flow and timing of Commonwealth funding. Initial project works are funded by the State whilst Commonwealth milestones are being finalised.

4. Road Network Maintenance

The objective of this service is to maintain the existing road and bridge network by maximising asset life and minimising whole-of-life costs. Works include routine maintenance (crack patching, patching of potholes, control of declared plants and weeds, graffiti removal and litter collections), periodic maintenance (repairs to pavements, culverts and bridge decks, sealing and re-sealing of road surfaces and replacing line markings), rehabilitation works where the primary reason for the works is due to pavement failure and managing and administering various Integrated Service Arrangements.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 408,411	\$'000 413,887	\$'000 386,969	\$'000 394,389	1
Less Income	73,212	86,282	82,255	87,340	
Net Cost of Service	335,199	327,605	304,714	307,049	
Employees (Full-Time Equivalents) ^(b)	148	148	160	172	
Efficiency Indicators					
Average cost of road network maintenance per lane kilometre of network.....	\$9,428	\$7,950	\$7,757	\$8,800	

(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.

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. Road Network Maintenance includes both recurrent works and the Capitalised Reseal program. The difference between the 2019-20 Budget and the 2019-20 Actual is mainly due to a reduction in reinstatement works, due to flood damage being less than forecast.

5. Road Safety

The objective of this service is to reduce the road fatality rate to be the lowest in Australia, minimise road factors contributing to road trauma and reduce the serious crash injury rate. Works undertaken have safety as the foremost factor and include the State and national Black Spot programs and various projects that improve safety on the existing road network including passing lanes.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 144,191	\$'000 191,659	\$'000 159,688	\$'000 314,150	1
Less Income	72,676	102,891	73,795	193,633	2
Net Cost of Service	71,515	88,768	85,893	120,517	
Employees (Full-Time Equivalents) ^(b)	53	53	57	61	
Efficiency Indicators					
Percentage of projects completed on time	80%	90%	87%	90%	
Percentage of projects completed on budget	100%	90%	100%	90%	

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

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. The reduction from the 2019-20 Budget to the 2019-20 Actual was mainly due to delayed works on Minilya to Exmouth, South Coast Highway and the Urban Intersection program. These projects/programs are forecast to be delivered in 2020-21 along with the \$100 million Regional State Road Safety program.
2. The significant increase in Income in 2020-21 Budget Target is mainly due to the Commonwealth contribution towards the Regional State Road Safety program.

6. Infrastructure for Community Access

The objective of this service is to provide infrastructure that will improve personal mobility and community access, including increasing the quality of access where appropriate, providing levels of access commensurate with community expectations and meeting minimal levels of appropriate access. Works include providing access to remote communities, pedestrian facilities, cyclist facilities, vulnerable road users' facilities, road user amenities, public transport integration and improvements such as new bridges to address flood closures.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 46,790	\$'000 99,509	\$'000 27,274	\$'000 225,727	1
Less Income	10,769	52,142	8,386	183,167	1
Net Cost of Service	36,021	47,367	18,888	42,560	
Employees (Full-Time Equivalents) ^(b)	29	29	31	34	
Efficiency Indicators					
Percentage of projects completed on time	86%	90%	nil	90%	2
Percentage of projects completed on budget	100%	90%	100%	90%	

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

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. The movements in Total Cost of Service and Income are mainly due to the scheduling of works providing road-related infrastructure outcomes for the METRONET program of works. Major construction is expected to occur during 2020-21.
2. The 2019-20 Actual is nil due to one contract being delayed due to inclement weather conditions and design changes to prevent large scale removal of rock. The other contract is still a work in progress.

Asset Investment Program

1. Investment in the road network to enhance and expand the existing asset is crucial for Main Roads to deliver services that benefit the community and respond to current and future levels of demand. An integrated transport network makes provision for freight, commercial, public transport services and passenger vehicles as well as providing mobility access and active transport options for cyclists and pedestrians. Main Roads actively works within the Transport portfolio to coordinate and collaborate to deliver multi-modal transport solutions that support a progressive and developing State.
2. Main Roads' Asset Investment Program for 2020-21 is \$1.4 billion. Major new works include the below projects.

Perth Children's Hospital and Kings Park Link Bridge

3. The Kids' Bridge will connect the Perth Children's Hospital (PCH) to Kings Park. The project will see the construction of a pedestrian bridge over Winthrop Avenue to connect the outdoor area between PCH and the multi-storey carpark on the Queen Elizabeth II's Medical Centre campus to Kings Park bush land. The bridge will provide opportunities for both inpatients and outpatients and their families to access Kings Park while they are at PCH receiving treatment. It will also provide an opportunity for a range of therapies, including allied health, to be delivered in an environment which harnesses the health and wellbeing benefits of nature.

Regional State Road Safety Program

4. Single vehicle lane departure (run-off road, head-on) crashes on the rural high-speed State roads are the largest contributor to death and serious injuries on this part of the State network (69%). Main Roads has developed a low-cost methodology to optimise the safety performance by modifying the carriageways for the rural high-speed network. This option makes no change to the existing formation width. It utilises the existing road width and converts unsealed shoulders to a fully sealed shoulder and focuses on maximising the seal width to sections of the road where possible. In addition to the cross-section changes, a one-metre wide median treatment with audible centre lines is also included at some locations.

Transforming Freeways - Mitchell Freeway Corridor

5. Main Roads has progressed investigations into the use of Smart Freeway technology to manage congestion southbound on the Mitchell Freeway. This will be achieved through the adoption of Intelligent Transport System technologies that allow for improved use of existing infrastructure and optimisation of traffic flow. This project will provide efficient and safe movement of people and freight through the delivery of Smart Freeway technology and maintaining a free-flowing freeway and arterial road network. The project scope includes southbound works on Mitchell Freeway, including coordinating ramp signals on freeway entry ramps (Perth Inbound), and 16 ramps from Hester Avenue to Vincent Street. Other works will be undertaken to upgrade the road network operations centre control and data systems, building resilience and redundancy in the traffic control system.

WA Recovery Plan

6. The Western Australian Government has unveiled a multibillion-dollar recovery plan to drive economic and social recovery and create local jobs. The WA Recovery Plan, via Main Roads, includes investment in the following key projects.

Commonwealth Infrastructure Stimulus Package

7. To stimulate the Western Australian Economy and support construction jobs, \$223 million will be spent on priority projects, funded by contributions of \$176 million from the Commonwealth and \$47 million from the WA Recovery Plan, including the following projects:
 - 7.1. Regional State Road Safety Improvement Program - Through this program of works, around 1,400 km of roads will be treated, with shoulder sealing and audible lines installed in every region of Western Australia. The treatments greatly reduce the number of 'run-off-road' crashes in regional areas.
 - 7.2. Bussell Highway Duplication, Stages 1 and 2 - This project involves the construction of a second carriageway to complete a continuous dual carriageway between Bunbury and Busselton. The completion of this dual carriageway is expected to be delivered in two stages. Stage 1 - Capel Bypass to Hutton Road will provide a 5 km carriageway plus reconstruction of part of the existing carriageway. Stage 2 - Hutton Road to Busselton will deliver a 12 km section carriageway including three bridges.

Principal Shared Path - Causeway Cyclist and Pedestrian Bridge

8. Main Roads will invest \$49.8 million to construct a new pedestrian and cyclist bridge west of the heritage-listed Causeway Bridge across the Swan River. The new river crossing will provide a safer connection from the Perth CBD to Victoria Park and beyond for people walking and riding. The design of the structural elements of the bridges derive inspiration from the stories of Fanny Balbuk and Yagan - two key figures associated with Heirisson Island. It will comprise two river crossings, measuring 250 metres on the Victoria Park side and 140 metres on the City of Perth side, connecting a 270-metre path through Heirisson Island.

Great Eastern Highway - Eastlink - Planning

9. A total of \$20 million will be invested for the planning and development stages for Eastlink, a new freight corridor that connects Perth with the Eastern States. It is expected that the planning phase will consider upgrades to Reid and Roe highways and a new route to Northam.

Metropolitan Amenity Walls

10. Main Roads will invest \$10 million over 2020-21 to 2021-22 to install amenity and screen walls to reduce traffic noise and provide privacy for residents at various metropolitan locations.

Other

11. Main Roads will invest a further \$33 million to undertake intersection, bridge and road upgrades at metropolitan and regional locations, including upgrades to the Stock Road Bridge, Kwinana Beach Road, Albany Highway and Kelvin Roads intersection, and internal roads in Bidyadanga.

	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							
Capitalisation of Reseal Program	686,315	393,913	83,792	70,430	72,540	74,716	74,716
Coolgardie - Esperance Highway - Esperance Port Access	117,346	116,035	18	1,311	-	-	-
Department of Transport - Principal Shared Path Program ^(b)	103,708	22,643	17,036	29,375	16,365	23,360	11,965
Election Commitments							
Albany Ring Road	175,000	9,337	7,961	41,450	69,481	50,000	4,732
Armada Road Bridge - North Lake Road Flyover	259,000	112,584	44,834	146,416	-	-	-
Bunbury Outer Ring Road - Stages 2 and 3	852,000	70,832	68,151	69,000	199,606	286,461	195,433
Coolgardie-Esperance Highway - Widening, Overlay and Reconstruction	40,000	1,304	1,288	17,629	12,984	8,083	-
Leach Highway - Carrington Street to Stirling Highway	76,000	24,809	20,680	51,191	-	-	-
Manuwarra Red Dog Highway - Stages 3 and 4	310,000	80,773	75,459	15,481	34,000	14,000	165,746
Reid Highway - Altone Road to West Swan Road Construction of Dual Carriageway	70,000	61,421	42,685	8,579	-	-	-
Roe Highway - Kalamunda Road - Grade Separated Interchange	86,000	34,088	28,368	51,912	-	-	-
South Coast Highway - Upgrade between Albany and Jerramungup - Stage 1	30,000	13,329	7,256	15,577	1,094	-	-
Wanneroo Road Joondalup Drive - Grade Separated Interchange	50,000	44,479	25,816	5,521	-	-	-
Ocean Reef Road Grade Separation	73,400	64,945	35,286	8,455	-	-	-
Gibb River Road - Derby - Gibb River - Wyndham Improve Formation and Gravel	114,776	78,850	8,927	9,043	8,785	9,049	9,049
Great Northern Highway							
Muchea to Wubin Stage 2	347,241	325,612	50,585	21,629	-	-	-
Newman to Katherine Corridor - Broome to Kununurra Upgrade Stage 1	25,800	334	334	4,468	13,072	7,926	-
Kwinana Freeway							
Manning Road - On-ramp Construction	35,000	28,677	11,220	6,323	-	-	-
Russell Road to Roe Highway - Widening Northbound Lanes	49,000	37,165	21,998	11,835	-	-	-
Leach Highway and Welshpool Road Grade Separated Interchange	93,000	1,200	818	33,000	52,100	6,700	-
Mitchell Freeway							
Hester Avenue to Romeo Road - Extension	215,000	10,034	9,004	30,266	100,800	58,704	15,196
Hutton Road to Cedric Street - Northbound Widening	15,000	10,698	9,758	4,302	-	-	-
National Highway Upgrade Program	40,441	35,984	32	4,457	-	-	-
Northern Australia Roads and Beef Roads Programs							
Great Northern Highway - Ord River	98,140	33,140	28,810	16,821	28,454	19,725	-
Onslow Road - Post Construction Upgrade	80,633	75,578	33,131	5,055	-	-	-
Perth Children's Hospital - Kings Park Link Bridge	6,300	300	300	6,000	-	-	-
Pinjarra Heavy Haulage Deviation - Stage 1	27,500	181	181	19	11,400	13,500	2,400
Queen Victoria Street - Swan River Crossings (Fremantle Road and Rail Bridge) - Construct New Bridges	230,000	1,468	1,468	12,400	46,150	25,807	98,175
Regional Road Safety Package	55,250	54,674	18,090	576	-	-	-

	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
Road Safety Commission							
LED School Zone Lights	63,929	46,907	3,128	5,022	2,000	5,000	5,000
Metropolitan Intersections Crash Program ^(c)	81,397	48,816	3,466	9,981	1,000	9,300	12,300
Run-off Road Crashes Road Improvements ^(d) ^(e)	244,600	175,219	18,591	9,381	20,000	20,000	20,000
Rural Intersection Advanced Warning Signs	1,211	209	120	942	60	-	-
Safety Review - Indian Ocean Drive	23,000	20,850	13,854	2,150	-	-	-
Wheatbelt Safety Review Program - Great Eastern Highway and Great Southern Highway	41,463	22,966	11,312	18,497	-	-	-
Roe Highway - Great Eastern Highway Bypass Including Abernethy Road	180,000	17	-	5,137	23,846	20,000	30,000
Safer Roads and Bridges Program	458,810	288,830	24,285	49,416	39,400	40,582	40,582
Smart Freeways - Hodges Drive to Hepburn Avenue Widening Southbound	76,000	632	632	24,368	48,000	3,000	-
South Western Highway - Donnybrook to Greenbushes	23,692	17,840	1,056	5,852	-	-	-
Thomas Road and Nicholson Road Oakford	20,000	490	490	4,510	7,000	7,000	1,000
Tonkin Highway Corridor Upgrades - Tonkin Highway Gap; Grade Separations at Hale, Welshpool and Kelvin Roads; and Stage 3 Extension	1,391,000	10,119	9,457	163,012	296,922	431,094	249,253
Wanneroo Road Morley Drive Intersection Upgrade	15,000	577	577	14,423	-	-	-
COMPLETED WORKS							
Armadale Road - Anstey Road to Tapper Road	144,161	144,161	40,524	-	-	-	-
Bridges Renewal Program - Coalling Brook - Bridge 24 and Williams River - Bridge 25	14,999	14,999	7,250	-	-	-	-
Buildings and Equipment - 2019-20 Program	16,652	16,652	16,652	-	-	-	-
Capitalised Operational Costs - 2019-20 Program	94,485	94,485	94,485	-	-	-	-
Election Commitment - Great Eastern Highway - Anzac Drive to Gatacre Drive - Dualing	24,773	24,773	20,486	-	-	-	-
Great Eastern Highway - Bilgoman Road to Mundaring	39,626	39,626	6,807	-	-	-	-
Great Northern Highway - Muchea to Wubin, Bindi Bindi Curves	39,355	39,355	292	-	-	-	-
Karel Avenue - Farrington Road to Berrigan Drive Construct Dual Carriageway	27,664	27,664	24,209	-	-	-	-
Kwinana Freeway Access to Murdoch Activity Centre	112,500	112,500	26,395	-	-	-	-
Transforming Freeways - Roe Highway to Narrows Bridge - Smart Freeways	56,000	56,000	41,304	-	-	-	-
Minor Works (Includes Black Spot and Urgent Minor Works) - 2019-20 Program	149,585	149,585	149,585	-	-	-	-
Mitchell Freeway Burns Beach Road to Hester Avenue	202,636	202,636	224	-	-	-	-
Cedric Street to Vincent Street Southbound Widening	40,000	40,000	21,741	-	-	-	-
Northern Australia Roads and Beef Roads Programs Great Northern Highway - Wyndham Spur and Maggie's Jump Up	45,305	45,305	4,241	-	-	-	-
Marble Bar Road - Coongan Gorge Realignment	37,820	37,820	4,246	-	-	-	-
NorthLink WA Tonkin Highway Grade Separations - Section 1	212,000	212,000	7,404	-	-	-	-
Swan Valley Bypass - Sections 2 and 3	825,400	825,400	49,210	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Bidyadanga Internal Roads	6,000	-	-	6,000	-	-	-
Commonwealth Infrastructure Stimulus Package ^(f) Bussell Highway Duplication Stage 1 and Stage 2	85,000	-	-	55,000	30,000	-	-
Exmouth Roads Package Minilya to Exmouth	14,000	-	-	6,000	8,000	-	-
Yardie Creek	6,000	-	-	1,000	5,000	-	-
Great Eastern Highway - Coates Gully Bridge	3,000	-	-	3,000	-	-	-
Regional State Road Safety Improvement Program	100,000	-	-	100,000	-	-	-
Thomas Road-Kwinana Freeway to Nicholson Road Upgrade	8,000	-	-	8,000	-	-	-
Toodyay Road - Jingaling Brook-Toodyay Road Widening	7,000	-	-	7,000	-	-	-
Department of Transport - Principal Shared Path Causeway Cyclist and Pedestrian Bridge	49,750	-	-	1,450	19,450	14,450	14,400
Election Commitment - Olga Road - Albany Highway and Kelvin Road Intersection Upgrade	6,000	-	-	2,000	4,000	-	-
Great Eastern Highway - Eastlink - Planning	20,000	201	201	2,799	3,000	4,000	10,000
Intersection Upgrades - Main and Royal Streets	3,000	-	-	300	2,700	-	-
Kwinana Beach Road (Patterson Road to CBH Group Terminal) - Pavement Reconstruction	5,000	-	-	2,500	2,500	-	-

	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
Metropolitan Amenity Walls	10,000	-	-	1,000	9,000	-	-
Mitchell Freeway (Hepburn Avenue to Warwick Road)							
Amenity Wall and Principal Shared Path	6,000	-	-	600	5,400	-	-
Stock Road Bridge Replacement	7,000	-	-	-	500	6,500	-
Other New Works							
Buildings and Equipment							
2020-21 Program	21,936	-	-	21,936	-	-	-
2021-22 Program	20,215	-	-	-	20,215	-	-
2022-23 Program	20,821	-	-	-	-	20,821	-
2023-24 Program	20,821	-	-	-	-	-	20,821
Capitalised Operational Costs							
2020-21 Program	68,116	-	-	68,116	-	-	-
2021-22 Program	85,668	-	-	-	85,668	-	-
2022-23 Program	88,088	-	-	-	-	88,088	-
2023-24 Program	88,969	-	-	-	-	-	88,969
Great Eastern Highway - Old Northam Road Upgrade	14,375	359	359	141	1,000	12,875	-
Great Northern Highway							
Apple Street Intersection Upgrade	14,000	155	155	11,645	2,200	-	-
Bindoon Bypass - Construct New Alignment	275,000	-	-	2,300	6,500	74,700	89,500
Port Hedland Airport Deviation	36,000	-	-	5,000	20,000	11,000	-
Minor Works (includes Black Spot and Urgent Minor Works)							
2020-21 Program	83,160	-	-	83,160	-	-	-
2021-22 Program	33,539	-	-	-	33,539	-	-
2022-23 Program	23,254	-	-	-	-	23,254	-
2023-24 Program	23,254	-	-	-	-	-	23,254
Provision for METRONET Road Projects Under							
Development	39,113	-	-	-	-	-	39,113
Rail Crossing Program	20,000	-	-	5,000	5,000	5,000	5,000
Reid Highway - Erindale Road - Project Development for							
Grade Separation	2,500	-	-	1,302	1,198	-	-
Smart Freeways - Transforming Freeways - Mitchell							
Freeway Corridor	100,000	-	-	2,562	15,273	7,250	13,500
Thomas Road							
METRONET - Byford Rail Extension - Thomas Road							
Bridge	51,961	-	-	21,599	28,617	1,745	-
Thomas and Anketell Roads Freight Upgrade - Stages 1							
and 2 Planning	5,000	-	-	2,000	3,000	-	-
Total Cost of Asset Investment Program	10,536,453	4,461,535	1,256,024	1,432,622	1,416,819	1,403,690	1,240,104
FUNDED BY							
Asset Sales			5,830	-	-	-	-
Capital Appropriation			258,509	258,025	285,420	378,783	484,380
Commonwealth Grants			437,342	777,606	771,456	874,968	642,774
Drawdowns from Royalties for Regions Fund			28,207	17,807	38,767	19,000	10,000
Drawdowns from the Holding Account			31,065	-	-	-	-
Internal Funds and Balances			385,820	198,965	186,506	4,915	32,577
Other			109,251	122,257	92,160	77,274	14,673
Other Grants and Subsidies			-	57,962	42,510	48,750	55,700
Total Funding			1,256,024	1,432,622	1,416,819	1,403,690	1,240,104

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

(b) The increased contribution for this ongoing program of works is \$19.6 million over the forward estimates period and is included in the WA Recovery Plan.

(c) The increased contribution for this ongoing program of works is \$11.4 million over the forward estimates period and is included in the WA Recovery Plan.

(d) The increased contribution for this ongoing program of works is \$16.2 million over the forward estimates period and is included in the WA Recovery Plan.

(e) A total of \$20 million in 2020-21 has been reallocated to the Regional State Road Safety Program.

(f) The State funding contribution for these projects totals \$47 million over the forward estimates period and is included in the WA Recovery Plan.

Financial Statements

Income Statement

Expenses

1. Total Cost of Services as per the Income Statement differs from the adjusted Total Cost of Services as per the Services Summary Table. The latter includes capitalised road works expenditure and excludes several expense groupings including road infrastructure depreciation, road transfers to local governments and road retirements. These expense groupings have been excluded to provide a clearer picture of the cost of works delivered by Main Roads.
2. Movement in supplies and services is in line with the recurrent works that Main Roads delivers. Delivery of some major works on the local road network has added to the expenditure under this category, including works on the Outback Highway, Duncan and Gordon Downs Roads and the Broome-Cape Leveque Road.
3. The movement in other expenses is significantly influenced by the value of retired non-current fixed assets and road transfers. Future retirements are yet to be confirmed.

Income

4. The movement in the sale of goods and services is mainly due to an increase in third party works. During the year, works are added to the program as confirmation is received from those third parties. Over the next two budget years, significant works are currently scheduled to be carried out as a part of the METRONET program of works.
5. The major component of grants and subsidies income is via contributions for works projects by the Commonwealth. Differences in income year versus construction year is mainly due to the timing of milestone payments.
6. Other revenue was significantly higher in 2019-20 than originally budgeted for mainly due to net assets transferred in (roads being transferred from the care and control of local government(s) to Main Roads).
7. Income from State Government primarily reflects funding being provided from motor vehicle licence fee revenues.

Statement of Financial Position

8. Cash assets in 2023-24 is significantly lower than that of prior years mainly due to the advancement of the works program due to COVID-19 recovery actions.
9. Restricted cash includes funds for METRONET road-related works, previously received GST equalisation payments and specific funding received in advance for maintenance works from third parties (mostly mining companies).
10. Receivables fluctuate with the works program and are influenced by payment cycles.
11. Other current liabilities has increased mainly due to Commonwealth milestone payments including an allocation for future works.
12. Following the introduction of the new accounting standard the budget for borrowings and leases continues to be modelled as more historical information is gathered.

INCOME STATEMENT ^(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
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	67,257	68,283	68,053	70,996	71,547	72,285	73,189
Grants and subsidies ^(d)	332,063	267,781	232,275	306,526	268,949	180,232	191,744
Supplies and services	380,232	627,139	400,033	543,517	501,272	531,427	515,696
Accommodation	17,416	17,612	16,523	19,287	19,327	19,652	19,928
Depreciation and amortisation	378,345	406,886	396,589	437,151	443,291	444,857	444,116
Finance and interest costs	-	932	194	257	277	273	264
Other expenses	124,521	101,302	130,432	53,937	29,009	25,269	42,229
TOTAL COST OF SERVICES	1,299,834	1,489,935	1,244,099	1,431,671	1,333,672	1,273,995	1,287,166
Income							
Sale of goods and services	81,087	77,202	141,055	175,968	197,078	99,601	43,561
Grants and subsidies	806,915	879,868	756,311	1,083,617	920,366	1,039,327	782,710
Other revenue	132,768	14,117	50,900	12,926	12,926	12,926	12,926
Total Income	1,020,770	971,187	948,266	1,272,511	1,130,370	1,151,854	839,197
NET COST OF SERVICES	279,064	518,748	295,833	159,160	203,302	122,141	447,969
INCOME FROM STATE GOVERNMENT							
Service appropriations	979,697	1,097,929	1,096,107	1,133,478	1,183,286	1,121,313	1,132,205
Resources received free of charge	2,530	2,700	2,154	2,700	2,700	2,700	2,700
Royalties for Regions Fund:							
Regional Community Services Fund	19,798	32,936	15,682	22,889	7,674	22,862	1,053
Regional Infrastructure and Headworks Fund	-	11,414	-	3,780	3,992	880	-
TOTAL INCOME FROM STATE GOVERNMENT	1,002,025	1,144,979	1,113,943	1,162,847	1,197,652	1,147,755	1,135,958
SURPLUS/(DEFICIENCY) FOR THE PERIOD	722,961	626,231	818,110	1,003,687	994,350	1,025,614	687,989

(a) Full audited financial statements are published in Main Roads' Annual Report.

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 1,025, 1,106 and 1,188 respectively.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(a) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Aglime Route	2,323	3,164	5,184	1,340	-	-	-
Bridges Renewal Program Round Three	14,805	-	-	-	-	-	-
Department of Transport Cycling Grants	3,000	3,000	5,340	5,340	5,340	5,340	5,340
Election Commitments	1,417	-	8,698	4,833	4,540	4,540	4,540
Heavy Vehicle Safety and Productivity Program - Round Six	-	3,032	-	-	-	-	-
Local Government Commodity Freight Routes	-	10,000	8,707	1,293	-	-	-
Local Road Grants and Subsidies	120,763	122,697	118,057	154,485	141,193	134,767	110,690
METRONET Related Works	-	9,958	29,570	89,740	92,175	-	45,318
Other	95	500	191	500	500	500	500
Principal Shared Paths	-	-	-	11,451	14,548	21,445	12,556
Road Assets Transferred	35,981	-	13,685	-	-	-	-
Stephenson Avenue Extension	-	8,000	2,776	37,216	9,353	-	-
Western Australia Natural Disaster Relief and Recovery Arrangements Funding Applied to the Local Government Road Network	153,679	107,330	38,595	-	-	-	-
Wheatbelt Secondary Freight Routes	-	100	1,472	328	1,300	13,640	12,800
TOTAL	332,063	267,781	232,275	306,526	268,949	180,232	191,744

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	196,874	106,236	91,219	117,340	97,263	85,503	12,286
Restricted cash.....	188,888	68,673	214,195	117,702	101,666	206,125	324,537
Holding account receivables.....	31,065	-	-	-	-	-	-
Receivables.....	196,461	54,517	101,605	96,219	95,513	94,807	95,101
Other.....	27,823	24,870	60,770	60,770	60,770	60,770	60,770
Assets held for sale.....	6,789	11,621	4,717	4,717	4,717	4,717	4,717
Total current assets.....	647,900	265,917	472,506	396,748	359,929	451,922	497,411
NON-CURRENT ASSETS							
Holding account receivables.....	2,794,812	3,139,757	3,142,901	3,511,303	3,879,023	4,244,105	4,609,196
Property, plant and equipment.....	44,801,956	47,193,462	46,059,359	47,696,277	50,119,646	51,935,741	53,758,043
Receivables.....	234	238	189	189	189	189	189
Intangibles.....	13,667	10,816	15,787	14,083	12,635	11,368	10,101
Other.....	7,005	5,775	7,460	7,460	7,460	7,460	7,460
Total non-current assets.....	47,617,674	50,350,048	49,225,696	51,229,312	54,018,953	56,198,863	58,384,989
TOTAL ASSETS.....	48,265,574	50,615,965	49,698,202	51,626,060	54,378,882	56,650,785	58,882,400
CURRENT LIABILITIES							
Employee provisions.....	36,018	34,134	41,565	42,185	44,025	49,925	49,925
Payables.....	10,804	14,088	9,130	10,183	11,236	12,289	13,342
Borrowings and leases.....	-	-	2,560	2,438	2,645	2,526	2,469
Other.....	301,260	325,191	447,563	448,957	450,792	452,627	454,462
Total current liabilities.....	348,082	373,413	500,818	503,763	508,698	517,367	520,198
NON-CURRENT LIABILITIES							
Employee provisions.....	4,937	4,925	5,426	5,465	5,625	6,725	6,725
Borrowings and leases.....	-	19,479	7,337	6,384	6,231	4,813	3,956
Other.....	56,345	-	52	52	52	52	52
Total non-current liabilities.....	61,282	24,404	12,815	11,901	11,908	11,590	10,733
TOTAL LIABILITIES.....	409,364	397,817	513,633	515,664	520,606	528,957	530,931
EQUITY							
Contributed equity.....	5,452,488	5,668,380	5,730,847	6,006,679	6,330,866	6,728,649	7,223,029
Accumulated surplus/(deficit).....	15,149,315	15,531,250	15,709,576	16,713,263	17,707,613	18,733,227	19,421,216
Reserves.....	27,254,417	29,018,525	27,744,152	28,390,460	29,819,803	30,659,958	31,707,230
Other.....	(10)	(7)	(6)	(6)	(6)	(6)	(6)
Total equity.....	47,856,210	50,218,148	49,184,569	51,110,396	53,858,276	56,121,828	58,351,469
TOTAL LIABILITIES AND EQUITY.....	48,265,574	50,615,965	49,698,202	51,626,060	54,378,882	56,650,785	58,882,400

(a) Full audited financial statements are published in Main Roads' 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	656,678	748,518	748,018	765,076	815,566	756,231	767,114
Capital appropriation	300,579	239,451	258,509	258,025	285,420	378,783	484,380
Holding account drawdowns	38,936	31,065	31,065	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	19,798	32,936	15,682	22,889	7,674	22,862	1,053
Regional Infrastructure and Headworks Fund	49,316	42,058	28,207	21,587	42,759	19,880	10,000
Net cash provided by State Government	1,065,307	1,094,028	1,081,481	1,067,577	1,151,419	1,177,756	1,262,547
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(65,745)	(68,283)	(63,938)	(70,337)	(69,547)	(65,285)	(73,189)
Grants and subsidies	(289,891)	(267,781)	(237,881)	(312,166)	(268,949)	(180,232)	(195,744)
Supplies and services	(385,067)	(619,735)	(400,271)	(563,694)	(521,500)	(546,045)	(508,292)
Accommodation	(17,664)	(21,612)	(17,004)	(23,287)	(23,327)	(23,652)	(23,983)
GST payments	(159,163)	(147,054)	(169,826)	(147,054)	(147,054)	(147,054)	(147,054)
Finance and interest costs	-	(932)	-	(257)	(277)	(273)	(264)
Other payments	(22,563)	(15,375)	(12,708)	(15,892)	(15,389)	(15,610)	(15,802)
Receipts							
Grants and subsidies	719,230	914,516	707,632	1,085,996	920,366	1,039,327	786,710
Sale of goods and services	117,818	84,644	100,391	181,729	195,339	97,862	40,822
GST receipts	158,177	146,808	166,572	146,808	146,808	146,808	146,808
Other receipts	17,927	14,117	19,656	15,607	15,607	15,607	15,607
Net cash from operating activities	73,059	19,313	92,623	297,453	232,077	321,453	25,619
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(1,281,140)	(1,265,111)	(1,256,024)	(1,432,622)	(1,416,819)	(1,403,690)	(1,240,104)
Proceeds from sale of non-current assets	6,400	-	5,830	-	-	-	-
Net cash from investing activities	(1,274,740)	(1,265,111)	(1,250,194)	(1,432,622)	(1,416,819)	(1,403,690)	(1,240,104)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(4,163)	(3,145)	(2,780)	(2,790)	(2,820)	(2,867)
Net cash from financing activities	-	(4,163)	(3,145)	(2,780)	(2,790)	(2,820)	(2,867)
NET INCREASE/(DECREASE) IN CASH HELD	(136,374)	(155,933)	(79,235)	(70,372)	(36,113)	92,699	45,195
Cash assets at the beginning of the reporting period	534,799	330,842	385,762	305,414	235,042	198,929	291,628
Net cash transferred to/from other agencies	(12,663)	-	(1,113)	-	-	-	-
Cash assets at the end of the reporting period	385,762	174,909	305,414	235,042	198,929	291,628	336,823

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

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							
Permits - Oversize Vehicles and Loads	7,998	7,500	8,920	7,500	7,500	7,500	7,500
TOTAL ADMINISTERED INCOME	7,998	7,500	8,920	7,500	7,500	7,500	7,500
EXPENSES							
Grants to Charitable and Other Public Bodies							
Receipts Paid into the Consolidated Account	7,998	7,500	8,920	7,500	7,500	7,500	7,500
TOTAL ADMINISTERED EXPENSES	7,998	7,500	8,920	7,500	7,500	7,500	7,500

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

Division 41 **Public Transport Authority of Western Australia**

Part 9 **Transport**

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							
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	359	359	359	359	360	361	362
Total appropriations provided to deliver services	359	359	359	359	360	361	362
CAPITAL							
Item 142 Capital Appropriation	445,668	704,375	618,472	727,199	735,153	494,035	268,384
Item 143 Capital Appropriation METRONET Projects Under Development.....	588	287,002	-	378,493	428,499	618,561	472,800
TOTAL APPROPRIATIONS	446,615	991,736	618,831	1,106,051	1,164,012	1,112,957	741,546
EXPENSES							
Total Cost of Services	1,476,949	1,558,662	1,601,767	1,799,450	1,898,660	1,813,288	1,814,798
Net Cost of Services ^(b)	1,191,743	1,229,700	1,343,942	1,435,083	1,422,851	1,493,087	1,436,226
CASH ASSETS ^(c)	448,854	650,124	748,617	615,561	461,802	188,498	118,233

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

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

(c) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
New Initiatives					
Election Commitments					
Contribution to Perth Airport Skybridge	-	22,200	-	-	-
Thornlie-Cockburn Link Operating Costs	287	291	479	3,038	16,663
Yanchep Rail Extension Operating Costs	287	2,432	7,281	24,206	34,561
Other COVID-19					
Additional Customer Information, Cleaning and Cost of Transportation of Patrons to Quarantine Locations	8,285	12,986	-	-	-
Reduced Optus Stadium Events	(5,450)	-	-	-	-
Temporary Public Transport Services Reduction	(19,276)	-	-	-	-
Trial of Road Coach Services Between Bunbury and Mandurah	-	254	-	-	-

	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	Estimate	Estimate	Estimate	Estimate
		\$'000	\$'000	\$'000	\$'000
Ongoing Initiatives					
Amendment to Government Railways Act to Increase Fines for Trespassing on Rail Network	480	480	480	480	480
Election Commitment - METRONET Program Management Costs	412	547	450	210	-
Planning for Platform and Signalling Upgrade Program	-	8,630	1,870	-	-
Public Transport Cost and Funding Forecast	1,636	4,104	(3,419)	(6,186)	-
Other					
Externally Funded Services and Works	1,133	200	-	-	-
Karel Avenue Road Bridge Project - Transfer of Expense to Main Roads	(1,830)	-	-	-	-
Optus Stadium Special Events Public Transport Costs	3,263	3,646	-	-	-
Regional Workers Incentive Allowance Payments	(1)	(1)	(1)	(1)	(1)
Revised Energy Costs	4,827	3,450	4,246	4,439	5,933
Revised Interest Expenses	(19,523)	(41,060)	(45,503)	(41,985)	(29,696)
RiskCover Contribution Adjustment	739	1,850	1,688	1,812	2,286

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

Significant Issues Impacting the Agency

1. METRONET will transform Perth's public transport network. During 2020-21, the Thornlie-Cockburn Link, Yanchep Rail Extension, Bayswater Station and Denny Avenue Level Crossing Removal will continue construction, with the main Morley-Ellenbrook Line contract and Lakelands Station currently under tender evaluation and expected to achieve contract award in 2020. The Authority has accelerated the planning of the remaining METRONET Stage 1 projects in order to assist in the Government's COVID-19 recovery effort and job creation, with procurement preparation and forward works to commence for the Midland Station, Byford Rail Extension and level crossings removal on the Inner Armadale Line during 2020-21.
2. Completing the Forrestfield-Airport Link (FAL) project is another key part of the METRONET plan, creating a 20-minute direct link between the eastern foothills and the Perth CBD, as well as the wider public transport network via the airport. With tunnel boring works now finished, tracklaying has commenced.
3. The urban rail network is serviced by 330 railcars (96 A-Series and 234 B-Series railcars). The Authority's budget includes funding for an additional 246 railcars, 102 for the METRONET expansion and an additional 144 new railcars to replace the A-Series fleet. The Authority has worked closely with the manufacturer to maximise local content, creating local jobs and strengthening the local economy, including the recent addition of locally manufactured bogies. Construction of the assembly and maintenance facility in Bellevue is progressing.
4. With a fleet of over 1,749 Transperth and Transregional buses, the Authority needs to ensure that buses are safe, efficient and reliable. The Authority does this by staying abreast of new technologies, maintaining rigorous maintenance standards and through a rolling bus replacement program. The bus body and interior are manufactured in Perth and continue to support jobs for approximately 160 workers per annum throughout the supply chain.
5. The COVID-19 pandemic has adversely impacted the patronage on the public transport system. Up to February 2020, the 2019-20 year had shown a modest increase in patronage. Daily patronage dropped sharply from early March, declining to 12% of the pre-COVID-19 level. As at 30 June 2020, the number of people using Transperth's services was almost back to 70% of pre-COVID-19 levels, with further improvement expected to continue in 2020-21. Recovery from the initial reduction in patronage caused by the COVID-19 pandemic has been the fastest of any public transport provider in Australia.
6. Conscious of the fact that public transport is an essential service to the community, the Authority has extensive and well-practised emergency management procedures and processes, including pandemic strategies developed following the emergence of the H1N1 and SARS viruses. This meant that at both management and operational (including contractor) level, the Authority was able to respond quickly and appropriately to the pandemic. This extended to the provision of buses to shuttle at-risk and infected cruise ship and airline passengers to quarantine hotels or hospitals.
7. The positive trend in metropolitan trains' service reliability is a result of improved reliability of infrastructure such as points and overhead equipment and an improvement in training, noting that more infrastructure and trains have been added to the network and will continue to be added as a result of the METRONET program. The Authority commenced a Resilience Program in 2012 to minimise the impact of disruptions and minimise the likelihood of infrastructure faults.

8. Safe access to the Authority's many stations and bus ports is critical. The Authority ensures that appropriate systems, processes, resources (particularly customer service and security staff) and communications are in place to safely guide and control patrons. Further measures are in place to meet specific needs of the very large crowds that result from special events such as football games and concerts. The Authority also recognises that some passengers are particularly vulnerable to slips, trips and falls in using the many escalators that provide access and egress for railway stations and bus ports. To help safeguard these passengers, the Authority's customer service personnel at escalators and marketing campaigns educate passengers on better options to use, such as lifts, or guidance on the safe usage of escalators.
9. The SmartRider card and ticketing system has been operational since 2007 and has been highly successful due to its simplicity and quick transaction times. Work is progressing to upgrade technology underlying the existing SmartRider ticketing system.
10. The provision of safe and cost-effective public transport services to regional Western Australia remains a priority for Government. Despite experiencing a decline in inter-regional patronage as a result of the COVID-19 pandemic, more than 303,000 trips were made on Transwa services in 2019-20 and further improvements towards pre-COVID-19 levels are expected in 2020-21. Accordingly, the Authority continues to invest in Transwa services and to look for opportunities to enhance the service. This investment in our towns and regions includes the purchase of a new Australind railcar fleet, which will be operational in 2023, and safety improvements at level crossings along the South West Main Line.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Accessible, reliable and safe public transport system.	1. Metropolitan and Regional Passenger Services 2. Country Passenger Rail and Road Coach Services 3. Regional School Bus Services
	Protection of the long-term functionality of the rail corridor and railway infrastructure.	4. Rail Corridor and Residual Freight Issues Management

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Metropolitan and Regional Passenger Services.....	1,148,165	1,229,538	1,197,418	1,383,307	1,487,904	1,426,713	1,444,296
2. Country Passenger Rail and Road Coach Services.....	52,195	54,985	52,018	55,233	55,224	55,858	56,463
3. Regional School Bus Services.....	127,585	134,946	130,824	131,087	129,907	129,896	129,879
4. Rail Corridor and Residual Freight Issues Management.....	149,004	139,193	221,507	229,823	225,625	200,821	184,160
Total Cost of Services.....	1,476,949	1,558,662	1,601,767	1,799,450	1,898,660	1,813,288	1,814,798

(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: Accessible, reliable and safe public transport system:					
Use of public transport - passengers per service kilometre:					
Metropolitan bus services.....	1.14	1.15	0.97	0.97	1
Metropolitan train services.....	2.81	2.87	2.31	2.3	1
Metropolitan ferry services.....	11.8	13.3	11.25	10.06	1
Regional bus services.....	0.519	n/a	n/a	n/a	2
Intra-town regional bus services.....	n/a	0.693	0.653	0.67	2
Country passenger rail services.....	0.184	0.193	0.161	0.176	3
Country passenger road coach services.....	0.059	0.059	0.051	0.055	3
Inter-town country bus services.....	n/a	0.013	0.012	0.013	2
Accessible public transport - the proportion of street addresses within the Perth Public Transport Area which are within 500 metres of a Transperth stop providing an acceptable level of service.....					
	85%	85%	85%	85%	
Metropolitan and regional passenger services reliability:					
Bus services within four minutes of scheduled time.....	85%	85%	83%	85%	
Train arriving within four minutes of scheduled time.....	96%	95%	96%	95%	
Ferries arriving within three minutes of scheduled time.....	97%	96%	95%	96%	
Country passenger rail and road coach services reliability:					
Prospector arriving within 15 minutes of scheduled time.....	57%	80%	53%	80%	4
Australind arriving within 10 minutes of scheduled time.....	91%	90%	86%	90%	
MerredinLink arriving within 10 minutes of scheduled time.....	85%	90%	71%	90%	4
AvonLink arriving within 10 minutes of scheduled time.....	98%	90%	89%	90%	
Road Coaches arriving within 10 minutes of scheduled time.....	96%	95%	98%	95%	
Satisfaction with school bus availability at arrival/departure time.....	99%	99%	99%	99%	
Level of overall customer satisfaction - customer satisfaction index:					
Metropolitan bus services.....	91%	89%	91%	89%	
Metropolitan train services.....	95%	92%	94%	92%	
Metropolitan ferry services.....	98%	99%	100%	99%	
Country passenger rail and road coach services.....	90%	92%	n/a	92%	5
Customer perception of safety - independent external surveys:					
Train station - daytime.....	98%	96%	98%	96%	
On-board train - daytime.....	98%	97%	97%	97%	
Train station - night-time.....	75%	70%	69%	70%	
On-board train - night-time.....	82%	76%	74%	76%	
Bus station - daytime.....	98%	98%	98%	98%	
On-board bus - daytime.....	99%	99%	99%	99%	
Bus station - night-time.....	77%	75%	76%	75%	
On-board bus - night-time.....	84%	82%	82%	82%	

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Level of notifiable safety occurrences - notifiable occurrences:					
Category A occurrences per million passenger boardings.....	0.29	0.27	0.40	0.27	6
Category A occurrences per million train kilometres.....	0.75	0.76	0.85	0.69	
Category B occurrences per million passenger boardings.....	25.68	16.06	36.04	19.85	7
Category B occurrences per million train kilometres.....	66.41	45.01	76.74	49.57	
Regional school bus services: notifiable occurrences (accidents) reported each school year.....	7	19	15	19	8
Return on construction expenditure.....	1.5	1.6	1.6	1.7	9
Outcome: Protection of the long-term functionality of the rail corridor and railway infrastructure:					
Number of lease breaches	nil	nil	nil	nil	

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

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

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual reduced compared to the 2019-20 Budget due to the impact of the COVID-19 pandemic. The 2020-21 Budget Target is based on an improved patronage forecast from the COVID-19 recovery and an increase in service kilometres to reflect normal service operations. In 2019-20, the temporary service reduction following the decline in demand associated with COVID-19 pandemic resulted in a decrease in services kilometres.
2. From 1 July 2019, the Authority realigned its operations whereby all inter-town services are managed by its Country Passenger Rail and Road Coach services. The previous Regional Bus Services effectiveness indicator has been split into two indicators: the Intra-town Regional Bus Services and Inter-town Country Bus Services effectiveness indicators.
3. The 2019-20 Actual has reduced compared to 2019-20 Budget due to the impact of the COVID-19 pandemic and associated regional travel restrictions. The increase in the 2020-21 Budget Target is based on improved patronage as demand for regional travel increases as part of the COVID-19 recovery.
4. The 2019-20 Actual for the Prospector's and the MerredinLink's (which travel on the leased freight network) service reliability has reduced compared to the 2019-20 Budget due to a number of delays associated with crossings and track-related issues as a result of maintenance work undertaken by Arc Infrastructure.
5. Due to COVID-19 restrictions, the level of overall customer satisfaction in 2019-20 could not be conducted in April and May 2020, and therefore the 2019-20 Actual is not available. The Authority received an exemption from the key effectiveness Indicator reporting requirement this year.
6. The 2020-21 Budget Target for notifiable safety occurrences is based on the average annual number of occurrences over the last five years. The increase in 2019-20 Actual compared to 2019-20 Budget is mainly driven by a significant decrease in passenger boardings combined with the temporary service reduction during the early stages of the COVID-19 restrictions.
7. The increase in the 2019-20 Actual compared to the 2019-20 Budget is due to an increase in the incidents including slips, trips and falls, trespass, and level crossing occurrences, compounded by a reduction in service kilometres due to the COVID-19 pandemic. The Authority has implemented controls and strategies aimed at reducing trespass and level crossing occurrences, including the Rail Safety Week 2019, the Rail Track campaign, and the Stay Off the Tracks campaign. The Government has introduced legislation into Parliament to increase the maximum fine for rail trespass from \$200 to \$5,000.
8. The 2019-20 Actual has reduced compared to the 2019-20 Budget due to continued efforts by the Authority and school bus drivers in recognising the importance of adopting a safe system approach to road safety.
9. The Return on Construction Expenditure effectiveness indicator measures the weighted average economic benefit to the community that is delivered by relevant asset investment projects.

Services and Key Efficiency Indicators

1. Metropolitan and Regional Passenger Services

Provision of customer-focused, safe and cost-effective passenger transport to the metropolitan area and regional towns.

	2018-19	2019-20	2019-20	2020-21	Note
	Actual	Budget	Actual ^(a)	Budget Target	
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	1,148,165	1,229,538	1,197,418	1,383,307	1
Less Income	246,670	293,073	223,616	330,095	2
Net Cost of Service	901,495	936,465	973,802	1,053,212	
Employees (Full-Time Equivalents)	1,578	1,665	1,628	1,758	
Efficiency Indicators					
Average cost per passenger kilometre:					
Transperth bus operations	\$1.29	\$1.35	\$1.56	\$1.58	3
Transperth train operations	\$0.59	\$0.63	\$0.76	\$0.97	3
Transperth ferry operations	\$1.44	\$1.54	\$2.07	\$1.92	
Average cost per 1,000 place kilometres:					
Regional bus services	\$72.10	n/a	n/a	n/a	4
Intra-town regional bus services	n/a	\$87.11	\$83.43	\$89.20	4

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

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service in the 2020-21 Budget Target is forecast to increase by \$185.9 million (15.5%) from the 2019-20 Actual due to:

- grants to Main Roads totalling \$100.5 million for Tonkin Highway Corridor Upgrades and Byford Rail Extension works associated with the Thomas Road Bridge;
- works on Western Australian Planning Commission (WAPC) land related to METRONET - Yanchep Rail Extension funded by the WAPC (\$28.1 million);
- additional cleaning and other service costs associated with the COVID-19 pandemic (\$26 million);
- a one-off contribution for the Perth Airport Skybridge (\$22.2 million);
- the Public Transport Cost and Funding Forecast revision and METRONET operating costs (\$16.7 million);
- the Platform and Signalling Upgrade Program project carryover and new Commonwealth spending (\$11.1 million);
- information and communications technology (ICT) software as a service cost (\$3 million);
- additional service operating costs for the METRONET - Yanchep Rail Extension (\$2.1 million);
- increased RiskCover contributions (\$1.2 million);
- a loss on the disposal of assets (\$1.2 million);
- increased interest expense (\$1.1 million);
- increased payments to the Consolidated Account (\$0.9 million); and
- the Public Transport Cost and Service Optimisation Program (\$0.1 million).

This was offset by a decrease in expenditure due to:

- the rolling efficiency dividend (\$9.3 million);
- a decrease in depreciation (\$8 million);
- the one-off Karel Avenue road bridge contribution in 2019-20 (\$4.8 million);
- a one-off impairment loss in 2019-20 (\$4.2 million);
- the public sector wages policy (\$0.8 million);
- a one-off expense for the Central Area Transit bus services review (\$0.8 million);
- revised energy costs (\$0.3 million); and
- the remediation of cross passage works at Dundas Road funded by an insurance receipt (\$0.1 million).

2. Income in the 2020-21 Budget Target is forecast to increase by \$106.5 million (47.6%) from the 2019-20 Actual. The increase is mainly attributable to:

- works on WAPC land related to METRONET - Yanchep Rail Extension funded by the WAPC (\$28.1 million);
- one-off receipts from Main Roads for the METRONET projects - Bayswater Station project (\$22.4 million), Denny Avenue Level Crossing Removal project (\$21.1 million), Thornlie-Cockburn Link and Yanchep Rail Extension (\$18.8 million) and Lakelands Station project (\$14.4 million);
- the Commonwealth funding receipt for Platform and Signalling Upgrade Program in 2020-21 (\$8.6 million);
- an increase in other revenue (\$4.1 million);
- a one-off receipt from Arc Infrastructure for the Kenwick Rail Freight Facility project (\$1.2 million); and
- regulatory fines (\$0.9 million).

This is offset by a decrease due to:

- a one-off receipt of Commonwealth funding for the Karel Avenue bridge over rail project in 2019-20 (\$4.7 million);
- a one-off receipt from Main Roads for the Karel Avenue bridge over rail project in 2019-20 (\$3.3 million);
- reduced revenue for parking fees (\$2.8 million), Transperth fares (\$1.3 million) decreased Central Area Transit revenue (\$0.3 million), rent revenue (\$0.3 million) and other revenue (\$0.3 million); and
- a reduction in interest earned on Commonwealth funding received in advance for METRONET projects (\$0.2 million).

3. The worsening of the efficiency indicators in the 2020-21 Budget Target compared to 2019-20 Actual is mainly due to the increase in the Total Cost of Service, as explained in Note 1.
4. From 1 July 2019, the Authority has realigned its operations whereby all inter-town services are managed by its Country Passenger Rail and Road Coach services. The previous Regional Bus Services efficiency indicator has been split into two indicators: Intra-town Regional Bus Services managed by Metropolitan and Regional Passenger Services and Inter-town Country Bus Services managed by Country Passenger Rail and Road Coach Services.

2. Country Passenger Rail and Road Coach Services

Provision of customer-focused, safe and cost-effective passenger transport to regional communities.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 52,195	\$'000 54,985	\$'000 52,018	\$'000 55,233	1
Less Income	10,797	11,204	9,360	10,575	2
Net Cost of Service	41,398	43,781	42,658	44,658	
Employees (Full-Time Equivalents)	135	135	137	140	
Efficiency Indicators					
Average cost per passenger kilometre:					
Transwa rail	\$0.58	\$0.56	\$0.67	\$0.63	
Transwa road coaches	\$0.28	\$0.31	\$0.37	\$0.32	
Average cost per 1,000 place kilometres - inter-town country bus services ...	n/a	\$18.03	\$16.79	\$18.96	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 Total Cost of Service in the 2020-21 Budget Target is forecast to increase by \$3.2 million (6.2%) from the 2019-20 Actual due to:

- the Public Transport Cost and Funding Forecast revision (\$2.5 million);
- additional cleaning and other service costs associated with the COVID-19 pandemic (\$1.4 million);
- increased depreciation (\$0.5 million);
- the Trial of Road Coach Services between Bunbury and Mandurah (\$0.3 million); and
- increased RiskCover contributions (\$0.1 million).

This was offset by a decrease in expenditure due to:

- decreased interest expense (\$1.4 million);
- the public sector wages policy (\$0.1 million); and
- a reduction in energy costs (\$0.1 million).

2. The total Income in the 2020-21 Budget Target is forecast to increase by \$1.2 million from the 2019-20 Actual, which is mainly attributable to the implementation of Route Rationalisation Strategy, which aims to enhance services to encourage greater patronage.

3. From 1 July 2019, the Authority has realigned its operations whereby all inter-town services are being managed by its Country Passenger Rail and Road Coach services. The previous Regional Bus Services efficiency indicator has been split into two indicators: the Intra-town Regional Bus Services managed by Metropolitan and Regional Passenger Services and Inter-town Country Bus Services managed by Country Passenger Rail and Road Coach Services.

3. Regional School Bus Services

Provision of regional school bus transport to Western Australian school students.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 127,585	\$'000 134,946	\$'000 130,824	\$'000 131,087	1
Less Income	5,078	5,265	5,035	5,265	
Net Cost of Service	122,507	129,681	125,789	125,822	
Employees (Full-Time Equivalents)	37	37	36	37	
Efficiency Indicators					
Average cost per contracted kilometre - school bus services	\$3.80	\$3.95	\$3.81	\$3.82	

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

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service in the 2020-21 Budget Target is forecast to increase by \$0.3 million (0.2%) from the 2019-20 Actual due to:

- additional cleaning and other service costs associated with the COVID-19 pandemic (\$0.5 million);
- the Public Transport Cost and Funding Forecast revision (\$0.2 million); and
- increased depreciation expense (\$0.1 million).

This was offset by a decrease due to revised energy costs (\$0.5 million).

4. Rail Corridor and Residual Freight Issues Management ^(a)

Managing the rail freight corridor and infrastructure leased to the private sector and associated freight transport issues.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 149,004	\$'000 139,193	\$'000 221,507	\$'000 229,823	1,2
Less Income	22,661	19,420	19,814	18,432	3
Net Cost of Service	126,343	119,773	201,693	211,391	
Employees (Full-Time Equivalents)	29	30	27	28	
Efficiency Indicators					
Total cost of managing the rail freight corridor and residual freight issues	\$149,004	\$139,193	\$221,507	\$229,823	4

(a) Under the terms and conditions of the Railway Infrastructure Lease, an independent inspection of the Railway Infrastructure is carried out every five years.

(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 Total Cost of Service in the 2020-21 Budget Target is forecast to increase by \$8.3 million (3.8%) from the 2019-20 Actual due to:

- the Public Transport Cost and Funding Forecast revision (\$10.7 million);
- increased depreciation expense (\$2 million); and
- additional cleaning and other service costs associated with the COVID-19 pandemic (\$1.9 million).

This was offset by a decrease in expenditure due to:

- decreased interest expense (\$3.6 million);
- decreased RiskCover contributions (\$1.3 million);
- the remediation of Perth Station fire damage funded by an insurance receipt in 2019-20 (\$0.9 million);
- a reduction in external works undertaken for third parties (\$0.3 million); and
- the completion of the Nicholson Road Grade Separation project in 2019-20 (\$0.2 million).

2. The Total Cost of Service in the 2019-20 Actual increased by \$82.3 million from the 2019-20 Budget predominantly due to an increase in depreciation and amortisation expense following the revaluation of the freight network infrastructure asset profile.

3. The total Income in the 2020-21 Budget Target is forecast to increase by \$1.4 million from the 2019-20 Actual. The decrease is mainly attributable to:

- the insurance proceeds for remediation of Perth Station fire damage in 2019-20 (\$0.9 million);
- a reduction in funding from external works undertaken for third parties (\$0.5 million); and
- gains on derivative instruments in 2019-20 (\$0.4 million).

This is offset by an increase due to a one-off reduction in rent revenue in 2019-20 (\$0.2 million) and an increase in other revenue (\$0.2 million).

4. The worsening in the efficiency indicators in the 2020-21 Budget Target compared to the 2019-20 Budget is mainly due to the increase in the Total Cost of Service, as explained in Note 2.

Asset Investment Program

METRONET

Yanchep Rail Extension

1. \$431.7 million will be invested by the Authority to extend the Joondalup rail line by 14.5 km from Butler to Yanchep with an additional \$100 million spent by the WAPC. The total cost includes the construction of three new stations at Yanchep, Eglington and Alkimos, with bus interchanges and park and ride facilities. A total of \$184.7 million is planned to be spent in 2020-21 on vegetation clearing, earthworks and main construction.

Thornlie-Cockburn Link

2. \$716.1 million will be spent to extend the Thornlie Line to Cockburn Station on the Mandurah Line. The total cost includes the construction of two new stations at Nicholson Road and Ranford Road, with park and ride facilities and bus interchanges. A total of \$195 million is planned to be spent in 2020-21 on utilities relocation, station site works and main construction.

Railcar Acquisition for METRONET and A-Series Railcar Replacement

3. \$1.2 billion will be invested to procure new Transperth railcars. In total, 246 railcars will be procured to provide for METRONET Stage 1 projects (102 railcars) and to replace A-Series railcars (144 railcars). The new railcars will be six-car sets, which provide additional passenger capacity compared to the three-car sets currently in operation. An estimated \$228 million will be spent in 2020-21 on the construction of the assembly and maintenance facility at Bellevue.

Rail Line Planning

4. \$121.9 million will be spent to undertake procurement of the main contracts for the 21 km Morley-Ellenbrook Line from Bayswater Station and the 7.8 km extension of the Armadale line to Byford. The contract for the main Morley-Ellenbrook Line works will be awarded to the successful tenderer in 2020. Works associated with the Morley-Ellenbrook Line are also included in the Bayswater Station and Tonkin Highway Corridor Upgrades, which have already been awarded.

Level Crossing Removal

5. The \$108.2 million allocated to this project includes the cost to remove the level crossing at Denny Avenue (Kelmscott) and replace it with a rail over-road solution at Davis Road. It also allows for planning for the future removal of seven additional level crossings at Caledonian Avenue (Maylands), Mint Street, Oats Street and Welshpool Road (between Victoria Park and Bentley) and at Hamilton Street, Wharf Street and William Street (between Queens Park and Beckenham). The contract for the Denny Avenue Level Crossing Removal was awarded in early 2020, with major works already underway. \$72 million is planned to be spent in 2020-21.

Level Crossing Removal - Inner Armadale Line

6. \$415 million will be spent to remove the rail level crossings on the Inner Armadale Line at Mint Street, Oats Street and Welshpool Road (between Victoria Park and Bentley). In 2020-21, an estimated \$72.6 million will be spent on forward works to relocate utility services and to progress the project to procurement.

New Stations and Existing Station Upgrades

7. \$83.3 million will be invested on new stations and upgrading existing stations. Of this, \$35.2 million will be spent on planning and preliminaries for new stations on the Mandurah Line and for the relocation of the Midland Station to the Midland town centre. The remaining \$48.1 million in works will provide for upgrading existing train stations to improve disability access, CCTV, lighting, station access and pathways. An estimated \$13.7 million will be spent in 2020-21 to complete planning for Midland Station, as well as the achievement of contract award and the commencement of forward works.

Lakelands Station

8. \$82 million will be spent on a new station at Lakelands on the Mandurah Line. Works include a new station building, footbridge and bus-rail interchange. In 2020-21, \$16.3 million will be spent on forward works and procurement processes to facilitate contract award in late 2020, with main construction to begin in early 2021.

Forrestfield-Airport Link (FAL)

9. The FAL project will build three new stations on the new rail link: Redcliffe Station, Airport Central Station and High Wycombe Station (previously Forrestfield Station). As part of the \$1.9 billion project, the Authority will make upgrades to Claremont Station, including associated rail turnback facilities. With tunnel boring completed, an estimated \$354.5 million will be spent in 2020-21 on rail installation, further station works and the provision of a multistorey carpark at High Wycombe.

Bayswater Station

10. \$227.2 million will be spent on the new Bayswater Station to accommodate the new FAL service and provide forward works for the Morley-Ellenbrook Line. An estimated \$92.3 million will be spent in 2020-21 for early works on parking at Ashfield and Meltham Stations and main construction commencing from October 2020.

High Capacity Signalling - Project Definition

11. \$18.8 million will be spent to undertake additional business case work and procurement planning for a future investment in a High Capacity Signalling system. This system will replace the existing Transperth rail network signalling system and allow increased service frequencies to meet rail demand forecast under long-term transport planning. In 2020-21, an estimated \$4.6 million will be spent on procurement planning and the preparation of the scope of works and technical requirements.

Mandurah Train Station Car Park

12. \$32.1 million will be spent to construct a multistorey car park at Mandurah train station and replace part of the existing station parking facilities. Construction commenced in September 2020. In 2020-21, an estimated \$31.5 million will be expended.

Other Initiatives*Australind Train Service - Rail Future Fund*

13. \$56.7 million is being spent to purchase a new Australind railcar fleet, and on completing the upgrades on the Yarloop, Cookernup and North Dandalup train stations on the Bunbury rail line. In 2020-21, an estimated \$9.8 million will be invested.

SmartRider System Asset Replacement and Technology Update

14. \$33.8 million will be spent to replace SmartRider system assets and update the technology underlying the system. In 2020-21, an estimated \$8.4 million will be expended.

Transperth Rail 'At Grade' Crossing Improvement Project

15. \$23.2 million will be spent to improve level crossings on the Fremantle, Midland and Armadale rail lines. In 2020-21, an estimated \$6.4 million will be invested. The works will improve safety, reduce traffic delays and upgrade pedestrian crossings to comply with Commonwealth disability standards under the *Disability and Discrimination Act 1992* (Commonwealth).

Future Urban Railcar Procurement

16. Thirty new B-Series railcars have been delivered at a cost of \$122.7 million to provide services between Forrestfield and Claremont. The Authority will also spend \$114 million relocating Arc Infrastructure from Bellevue to a new maintenance facility, of which \$33.2 million has been spent on purchasing land at Kenwick to enable the relocation. \$17.1 million was spent upgrading the Nowergup depot to assist with the increased operational demand of the new railcars. It is anticipated that \$64.2 million will be expended in 2020-21.

Replacement of Escalators and Lifts at Subiaco Station

17. \$7.3 million will be spent in 2020-21 to replace lifts and escalators at Subiaco Rail Station which are currently approaching end of useful life.

WA Recovery Plan*Solar Panels*

18. \$1.8 million will be spent in 2020-21 to purchase and install solar panels on up to 60 bus and rail stations on the public transport network.

Targeted Disability Access Station Upgrades - Cannington, Gosnells and Kelmscott Stations

19. \$8 million will be spent in 2020-21 to upgrade rail stations at Cannington, Gosnells and Kelmscott to ensure compliance with the *Disability Discrimination Act 1992* (Commonwealth).

South West Main Line Level Crossings Safety Upgrade Opportunities

20. \$7 million will be spent in 2020-21 to upgrade level crossings on the South West Main Line. These works will include the upgrade of signals and installation of boom gates which will significantly increase railway safety by changing passive crossings to active crossings.

	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							
Bus Infrastructure Program							
Bus Priority Projects	18,976	18,583	1,775	393	-	-	-
SmartRider System Asset Replacement and Technology Update	33,821	16,118	8,748	8,402	9,301	-	-
Bus Replacement Program							
Bus Replacement Program	324,828	322,504	9,617	2,324	-	-	-
New Bus Replacement in Progress	613,419	31,081	31,081	45,506	98,001	17,739	36,364
Common Infrastructure Program - Minor Capital Works Program in Progress	16,774	9,854	3,212	6,920	-	-	-
Freight Program - Contribution to Rail to Kemerton Industrial Park	6,200	499	73	5,701	-	-	-
Major Projects							
Aubin Grove Station	66,753	65,881	5	872	-	-	-
METRONET							
Bayswater Station (Forrestfield-Airport Link Services and Morley-Ellenbrook Line Forward Works)	227,160	15,794	14,399	92,285	86,817	32,264	-
Forrestfield-Airport Link	1,861,000	1,208,965	250,252	354,466	297,569	-	-
High Capacity Signalling- Project Definition	18,789	12,718	6,382	4,582	1,489	-	-
Lakelands Station	82,000	1,256	668	16,343	52,001	12,400	-
Level Crossing Removal Program	108,167	9,110	5,715	72,025	27,032	-	-
Level Crossing Removal Program - Inner Armadale Line	415,000	-	-	72,579	153,193	143,910	45,318
Mandurah Station - New Parking Bays	32,085	565	565	31,520	-	-	-
New Stations and Existing Station Upgrades	83,298	20,654	16,033	13,717	14,215	10,535	11,933
Rail Line Planning	121,870	38,465	23,858	83,272	133	-	-
Railcar Acquisition	473,344	34,280	31,812	144,402	22,269	70,065	76,899
Railcar Replacement	749,332	63,931	61,606	130,857	92,165	119,401	11,935
Thornlie-Cockburn Link	716,050	74,885	56,340	195,026	270,880	148,418	26,841
Yanchep Rail Extension	431,716	63,957	50,250	184,690	128,355	54,714	-
Optus Stadium Transport Project	354,740	354,496	-	244	-	-	-
Perth City Link	573,376	571,958	1,203	1,418	-	-	-
Radio Systems Replacement	138,074	26,747	4,930	98,648	12,679	-	-
Operational Business Support Systems Program							
Business Support Upgrades in Progress	80,704	60,864	14,174	11,016	8,524	300	-
CCTV Systems Program	23,895	1,345	307	11,850	9,000	1,700	-
Parking Facilities Program in Progress	9,079	2,389	198	2,690	2,000	2,000	-
Rail Infrastructure Program							
Rail Infrastructure in Progress	359,442	103,001	14,120	59,594	66,935	60,582	39,759
Resilience Package	59,877	46,604	4,038	13,273	-	-	-
Transperth Urban Passenger Rail 'At Grade' Crossing Improvement Project	23,246	4,468	2,801	6,397	5,830	6,551	-
Rail Stations Program							
Election Commitment - Rail Futures Fund - Upgrade to Cookernup and North Dandalup Train Stations and Completion of Yarloop	2,000	1,473	1,022	527	-	-	-
Escalator and Lift Upgrade	8,384	8,098	76	286	-	-	-
Escalator Replacements	28,138	28,096	296	42	-	-	-

	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
Railcar Program							
Election Commitment - Rail Futures Fund (Australind Railcar Replacement).....	54,667	2,710	2,710	9,250	8,267	14,637	19,803
Future Urban Railcar Procurement.....	253,861	189,693	15,874	64,168	-	-	-
Vessel Replacement Program - Transperth Ferry Acquisition	2,604	2,315	1,591	289	-	-	-
COMPLETED WORKS							
Bus Replacement Program - Regional Bus Acquisition.....	72,081	72,081	5,801	-	-	-	-
Bus Infrastructure Program - Mount Claremont Bus Depot Acquisition	5,972	5,972	900	-	-	-	-
Common Infrastructure Program - Minor Capital Works Program Completed.....	18,511	18,511	56	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Solar Panels for 60 Bus and Rail Stations.....	1,800	-	-	1,800	-	-	-
South West Main Line Level Crossings Safety Upgrade Opportunities	7,000	-	-	7,000	-	-	-
Targeted Disability Access Station Upgrades - Cannington, Gosnells and Kelmscott Stations.....	8,000	-	-	8,000	-	-	-
Other							
Common Infrastructure Program - Minor Capital Works Program	10,500	-	-	-	3,500	3,500	3,500
Operational Business Support Systems Program							
Business Support Upgrades	17,928	-	-	-	5,428	6,000	6,500
CCTV Systems Program	3,000	-	-	-	-	-	3,000
Parking Facilities Program.....	6,000	-	-	-	-	-	2,000
Rail Infrastructure Program	145,792	-	-	-	15,959	19,288	34,332
Replacement of Escalators and Lifts at Subiaco Station	7,329	-	-	7,329	-	-	-
Total Cost of Asset Investment Program	8,676,582	3,509,921	642,488	1,769,703	1,391,542	724,004	318,184
Loans and Other Repayments.....			190,772	174,790	127,436	133,397	135,157
Total.....	8,676,582	3,509,921	833,260	1,944,493	1,518,978	857,401	453,341
FUNDED BY							
Asset Sales			2,833	1,200	-	-	-
Borrowings			371,606	584,797	482,704	201,839	81,026
Capital Appropriation			322,177	627,582	335,922	460,216	257,999
Capital Appropriation - Other.....			1,113	8,587	5,000	10,000	9,985
Capital Appropriation - Sourced from Commonwealth (METRONET and Related Projects).....			295,182	91,030	394,231	23,819	400
Drawdowns from Royalties for Regions Fund			7,544	27,601	8,267	9,773	-
Drawdowns from the Holding Account			93,362	141,948	99,690	35,165	56,364
Funding Included in Department of Treasury - New Perth Stadium			-	244	-	-	-
Internal Funds and Balances.....			(276,421)	369,391	100,989	116,589	2,249
Other			15,864	92,113	92,175	-	45,318
Total Funding.....			833,260	1,944,493	1,518,978	857,401	453,341

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

Financial Statements

Income Statement

Expenses

1. The Total Cost of Services in the 2020-21 Budget Estimate is forecast to increase by \$197.7 million (12.3%) from the 2019-20 Actual. The net increase is mainly due to:
 - 1.1. grants to Main Roads totalling \$100.5 million for Tonkin Highway Corridor Upgrades and Byford Rail Extension works associated with the Thomas Road Bridge;
 - 1.2. the Public Transport Cost and Funding Forecast revision and METRONET operational costs (\$29.9 million);
 - 1.3. additional cleaning and other service costs associated with the COVID-19 pandemic (\$29.8 million);
 - 1.4. a one-off increase in the METRONET - Yanchep Rail Extension funded by the WAPC (\$28.1 million);
 - 1.5. a one-off contribution to the Perth Airport Skybridge (\$22.2 million);
 - 1.6. the Platform and Signalling Upgrade Program (\$11.1 million);
 - 1.7. ICT Software as a Service cost (\$3million);
 - 1.8. additional service operating costs for the METRONET - Yanchep Rail Extension (\$2.1 million);
 - 1.9. a loss on disposal of assets (\$1.2 million); and
 - 1.10. increased payments to Consolidated Account (\$0.9 million).
2. This was offset by a decrease in expenditure due to:
 - 2.1. the rolling efficiency dividend (\$9.3 million);
 - 2.2. reduced depreciation expense (\$5.4 million);
 - 2.3. the Karel Avenue road bridge contribution in 2019-20 (\$4.8 million);
 - 2.4. a one-off impairment loss in 2019-20 (\$4.2 million);
 - 2.5. decreased interest expense (\$3.9 million);
 - 2.6. the remediation of Perth Station fire damage funded by an insurance receipt in 2019-20 (\$0.9 million);
 - 2.7. revised energy costs (\$0.9 million);
 - 2.8. the public sector wages policy (\$0.9 million); and
 - 2.9. a one-off expense for the Central Area Transit bus services review (\$0.8 million).

Income

3. The total income in the 2020-21 Budget Estimate is forecast to increase by \$106.5 million (41.3%) from the 2019-20 Actual. This mainly attributable to:
 - 3.1. a one-off receipt from WAPC for the METRONET - Yanchep Rail Extension project (\$28.1 million);
 - 3.2. one-off receipts from Main Roads for the METRONET projects - Bayswater Station project (\$22.4 million), Denny Avenue Level Crossing Removal project (\$21.1 million), Thornlie-Cockburn Link and Yanchep Rail Extension (\$18.8 million), and Lakelands Station (\$14.4 million); and
 - 3.3. Commonwealth revenue for the Platform and Signalling Upgrade Program in 2020-21 (\$8.6 million).
4. This is offset by a decrease due to a one-off receipt of Commonwealth funding for the Karel Avenue road bridge project (\$4.7 million) and a one-off receipt from Main Roads for the Karel Avenue road bridge project in 2019-20 (\$3.3 million).

Statement of Financial Position

5. The total equity in the 2020-21 Budget Estimate is forecast to increase by \$673 million from the 2019-20 Actual. This comprises a projected increase in total assets of \$1,046.7 million and an increase in total liabilities of \$373.7 million.
6. The Authority's statement shows accumulated deficits across the forward estimates period as accrual appropriation is not being provided to fund depreciation. It has been determined that there is no need to provide the significant accrual appropriation that would be required to fund depreciation.

Statement of Cashflows

7. Proceeds from borrowings in the 2019-20 Actual have decreased by \$23.4 million from the 2019-20 Budget, which is predominantly attributable to the deferral of capital expenditure within the forward estimates period due to the impact of the COVID-19 pandemic.

INCOME STATEMENT ^(a) (Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	195,267	213,160	205,730	225,975	235,918	250,172	253,899
Grants and subsidies ^(d)	538,406	567,083	543,357	545,558	550,194	555,074	572,553
Supplies and services	225,584	235,167	250,273	431,036	468,188	313,584	278,512
Accommodation	32,310	28,941	30,728	34,423	37,427	38,863	46,898
Depreciation and amortisation	369,049	374,019	458,537	448,937	484,025	521,386	525,928
Finance and interest costs	89,037	103,953	83,572	80,007	88,971	99,362	102,796
Other expenses	27,296	36,339	29,570	33,514	33,937	34,847	34,212
TOTAL COST OF SERVICES	1,476,949	1,558,662	1,601,767	1,799,450	1,898,660	1,813,288	1,814,798
Income							
Sale of goods and services	208,516	213,171	176,236	173,529	234,956	247,109	260,077
Regulatory fees and fines	3,789	3,940	3,527	4,420	4,420	4,420	4,420
Grants and subsidies	16,760	26,028	37,139	114,177	109,352	15,307	60,625
Other revenue	56,141	85,823	40,923	72,241	127,081	53,365	53,450
Total Income	285,206	328,962	257,825	364,367	475,809	320,201	378,572
NET COST OF SERVICES	1,191,743	1,229,700	1,343,942	1,435,083	1,422,851	1,493,087	1,436,226
INCOME FROM STATE GOVERNMENT							
Service appropriations	359	359	359	359	360	361	362
Resources received free of charge	844	-	790	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	9	10	7	9	79,935	79,935	79,935
Other appropriations	829,702	872,019	901,584	1,088,211	959,891	900,680	884,676
TOTAL INCOME FROM STATE GOVERNMENT	830,914	872,388	902,740	1,088,579	1,040,186	980,976	964,973
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(360,829)	(357,312)	(441,202)	(346,504)	(382,665)	(512,111)	(471,253)

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget are 1,779, 1,828 and 1,963 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
Country Passenger Services - Inter-town							
Country Bus Services	-	990	648	1,012	1,038	1,064	1,090
Local Government	525	-	545	-	-	-	-
METRONET Office Expenses	386	1,589	834	2,662	2,584	2,069	985
Metropolitan Services							
Bus Operators	398,040	415,752	398,774	399,644	403,470	408,540	420,192
Ferry Services	1,276	1,562	1,417	1,383	1,418	1,436	1,473
Intra-town Country Bus Services	-	16,603	16,948	16,768	17,194	17,411	17,857
Regional Bus Services	17,492	-	-	-	-	-	-
Regional School Bus Services							
Conveyance Allowance	2,240	2,333	2,013	2,336	2,352	2,358	2,371
School Bus Services	118,447	128,254	122,178	121,753	122,138	122,196	128,585
TOTAL	538,406	567,083	543,357	545,558	550,194	555,074	572,553

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
CURRENT ASSETS							
Cash assets	167,263	367,289	204,171	109,944	109,890	109,833	109,833
Restricted cash	278,848	279,734	543,065	504,236	350,531	77,284	7,019
Holding account receivables	154,933	198,497	141,948	99,690	35,165	56,364	58,967
Receivables	23,217	28,833	23,228	23,228	23,228	23,228	23,228
Other	35,543	32,217	39,060	39,060	39,060	39,060	39,060
Assets held for sale	2,860	2,860	-	-	-	-	-
Total current assets	662,664	909,430	951,472	776,158	557,874	305,769	238,107
NON-CURRENT ASSETS							
Holding account receivables	518,369	319,872	437,992	338,302	303,137	246,773	187,806
Property, plant and equipment	8,855,513	8,677,795	9,521,141	10,339,533	11,216,947	11,483,900	11,323,063
Intangibles	12,882	17,850	12,283	515,614	546,445	482,575	436,352
Restricted cash	2,743	3,101	1,381	1,381	1,381	1,381	1,381
Total non-current assets	9,389,507	9,018,618	9,972,797	11,194,830	12,067,910	12,214,629	11,948,602
TOTAL ASSETS	10,052,171	9,928,048	10,924,269	11,970,988	12,625,784	12,520,398	12,186,709
CURRENT LIABILITIES							
Employee provisions	46,288	42,918	50,414	50,414	50,414	50,414	50,414
Payables	101,030	85,729	134,716	134,716	134,716	134,716	134,716
Borrowings and leases	165,772	211,929	179,365	130,664	136,625	138,385	138,385
Other	29,633	29,997	54,456	26,340	26,340	26,340	26,340
Total current liabilities	342,723	370,573	418,951	342,134	348,095	349,855	349,855
NON-CURRENT LIABILITIES							
Employee provisions	9,075	8,066	9,721	9,721	9,721	9,721	9,721
Borrowings and leases	2,206,946	2,480,325	2,403,138	2,859,149	3,205,465	3,268,803	3,211,465
Other	172,173	167,163	169,072	163,606	156,256	150,790	145,324
Total non-current liabilities	2,388,194	2,655,554	2,581,931	3,032,476	3,371,442	3,429,314	3,366,510
TOTAL LIABILITIES	2,730,917	3,026,127	3,000,882	3,374,610	3,719,537	3,779,169	3,716,365
EQUITY							
Contributed equity	5,047,294	6,101,548	5,674,904	6,694,399	7,386,933	7,734,026	7,934,394
Accumulated surplus/(deficit)	(2,136,745)	(2,490,712)	(2,576,907)	(2,923,411)	(3,306,076)	(3,818,187)	(4,289,440)
Reserves	4,410,705	3,291,085	4,825,390	4,825,390	4,825,390	4,825,390	4,825,390
Total equity	7,321,254	6,901,921	7,923,387	8,596,378	8,906,247	8,741,229	8,470,344
TOTAL LIABILITIES AND EQUITY	10,052,171	9,928,048	10,924,269	11,970,988	12,625,784	12,520,398	12,186,709

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

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

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	830,061	872,378	901,943	1,088,570	960,251	901,041	885,038
Capital appropriation	446,256	991,377	618,472	1,105,692	1,163,652	1,112,596	741,184
Holding account drawdowns	69,285	154,933	93,362	141,948	99,690	35,165	56,364
Royalties for Regions Fund:							
Regional Community Services Fund	9	10	7	9	79,935	79,935	79,935
Regional Infrastructure and Headworks Fund	500	17,931	7,544	27,601	8,267	9,773	-
Other	-	739	-	244	-	-	-
Net cash provided by State Government	1,346,111	2,037,368	1,621,328	2,364,064	2,311,795	2,138,510	1,762,521
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(193,057)	(214,718)	(202,949)	(225,975)	(235,918)	(250,172)	(253,899)
Grants and subsidies	(534,984)	(567,083)	(546,187)	(545,558)	(550,194)	(555,074)	(572,553)
Supplies and services	(225,748)	(235,167)	(248,216)	(431,042)	(468,188)	(313,584)	(278,512)
Accommodation	(32,085)	(28,941)	(30,761)	(34,423)	(37,427)	(38,863)	(46,898)
GST payments	(118,411)	(204,588)	(144,437)	(258,462)	(226,372)	(154,449)	(134,271)
Finance and interest costs	(88,626)	(103,953)	(85,487)	(80,001)	(88,963)	(99,354)	(102,788)
Other payments	(26,207)	(29,689)	(32,187)	(33,508)	(33,937)	(34,847)	(34,212)
Receipts							
Regulatory fees and fines	3,628	3,940	3,426	4,420	4,420	4,420	4,420
Grants and subsidies	16,760	26,028	37,139	114,177	109,352	15,307	60,625
Sale of goods and services	209,816	213,171	179,927	173,529	234,956	247,109	260,077
GST receipts	122,264	204,588	138,337	258,462	226,372	154,449	134,271
Other receipts	53,216	80,357	68,644	38,659	119,731	47,899	47,984
Net cash from operating activities	(813,434)	(856,055)	(862,751)	(1,019,722)	(946,168)	(977,159)	(915,756)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(416,636)	(1,169,372)	(642,488)	(1,769,703)	(1,391,542)	(724,004)	(318,184)
Proceeds from sale of non-current assets	-	-	5,928	-	-	-	-
Net cash from investing activities	(416,636)	(1,169,372)	(636,560)	(1,769,703)	(1,391,542)	(724,004)	(318,184)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(429,569)	(332,125)	(413,860)	(379,432)	(349,499)	(324,589)	(169,671)
Other payments	-	(40,000)	-	(114,042)	(479,385)	(775,276)	(540,816)
Proceeds from borrowings	538,776	615,046	591,606	785,779	701,040	389,214	111,641
Net cash from financing activities	109,207	242,921	177,746	292,305	(127,844)	(710,651)	(598,846)
NET INCREASE/(DECREASE) IN CASH HELD	225,248	254,862	299,763	(133,056)	(153,759)	(273,304)	(70,265)
Cash assets at the beginning of the reporting period	223,606	395,262	448,854	748,617	615,561	461,802	188,498
Cash assets at the end of the reporting period	448,854	650,124	748,617	615,561	461,802	188,498	118,233

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

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

METRONET Projects Under Development

Part 9 Transport

Asset Investment Program

1. A \$2 billion provision, including \$1.9 billion over the forward estimates period, is incorporated for various METRONET projects including the Morley-Ellenbrook Line, Byford Rail Extension, Midland Station Redevelopment and High-Capacity Signalling Project. Funding will be allocated to specific projects upon completion of tender processes.
2. The \$1.9 billion over the forward estimates period is funded from a \$1.1 billion contribution from the Commonwealth, \$848.3 million capital appropriation and \$21 million from the Metropolitan Region Improvement Fund.
3. Refer to Budget Paper No. 3 for an overview of investment in METRONET.

	Estimated Total Cost \$'000	Estimated 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							
METRONET Projects Under Development.....	2,002,770	-	-	123,876	479,385	775,276	540,816
Total Cost of Asset Investment Program	2,002,770	-	-	123,876	479,385	775,276	540,816
FUNDED BY							
Capital Appropriation.....			-	263,493	130,914	254,388	199,458
Capital Appropriation - Sourced from Commonwealth			-	115,000	297,585	364,173	273,342
Internal Funds and Balances.....			-	(275,617)	50,886	156,715	68,016
Metropolitan Region Improvement Fund			-	21,000	-	-	-
Total Funding.....			-	123,876	479,385	775,276	540,816

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

Fremantle Port Authority

Part 9 Transport

Asset Investment Program

1. The Authority's Asset Investment Program (AIP) for 2020-21 to 2023-24 totals \$266.1 million, investing in projects across the inner and outer harbour to support the economic growth of the State through the import and export of containers, motor vehicles, bulk commodities and other trades.

Expenditure in the Inner Harbour

2. A total of \$14.9 million (2022-23) is forecast to be spent on Fremantle inner harbour berths upgrades, continuing upgrades to certain berths in the inner harbour to accommodate larger vessels and to allow for heavy-duty use.
3. Work continues on the Fremantle Waterfront Implementation Plan including the commercial precinct, with the objective of this project being to undertake the works and provide the services associated with the developments and land uses identified in the Fremantle Waterfront Masterplan for the western end of Victoria Quay. Expenditure of \$3 million (2020-21) and \$12.2 million (2021-22 to 2023-24) is subject to the Authority being able to secure private sector interest in the development through a planned Expressions of Interest process.

Expenditure in the Outer Harbour

4. A total of \$17.8 million (2020-21) and \$31.2 million (2021-22 to 2023-24) is forecast to be spent on the replacement and upgrade of assets at the Kwinana Bulk Terminal (KBT) to facilitate the ongoing import and export of bulk materials for customers.
5. The projected growth of the export and import of bulk commodities at the Kwinana Bulk Jetty (KBJ) requires an additional spend of \$10 million (2021-22) and \$10 million (2023-24) on improved product handling infrastructure and equipment. This investment will improve the utilisation of the KBJ.

WA Recovery Plan

6. The Authority will spend \$28.5 million over 2020-21 to 2021-22 to upgrade the KBT's import and export facilities comprising:
 - 6.1. \$25 million to upgrade material handling import infrastructure;
 - 6.2. \$3 million to concrete the export stockyard area; and
 - 6.3. \$0.5 million to upgrade power supplies to the terminal.

	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							
Fremantle Waterfront Project Commercial Precinct Access and Services	4,279	1,329	-	-	2,950	-	-
Inner and Outer Harbour Security Upgrades Stage 2.....	3,224	2,776	2,094	448	-	-	-
Inner Harbour							
Deepening of the Inner Harbour Stage 1	107,655	97,415	-	-	-	10,240	-
Overseas Passenger Terminal	9,734	2,854	-	1,550	-	-	1,330
North Quay							
Berth Upgrades - Western Stage.....	74,213	69,522	-	-	-	4,691	-
Environmental Improvement Program	3,600	3,118	105	282	200	-	-
Land Acquisitions.....	25,400	160	-	19,740	5,500	-	-
Outer Harbour - Kwinana Bulk Jetty - Replace/Upgrade							
Transformer and Switchgear	4,700	4,556	710	144	-	-	-
Kwinana Bulk Terminal							
Infrastructure, Equipment Replacement and Upgrade.....	39,659	9,159	-	9,000	16,900	-	750
HV Power System Upgrade	6,000	694	694	3,806	1,500	-	-
Land Acquisition.....	33,232	30,298	10,178	2,934	-	-	-
Plant and Equipment							
Mobile Truck Mounted Capstans	700	200	-	250	-	-	-
Replacement of Navigational Aids.....	3,772	2,023	141	489	250	250	160

	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
Rous Head Seawall Construction and Rous Head Extension - Stage 2	52,042	51,350	272	692	-	-	-
Victoria Quay Fremantle Waterfront Implementation Plan	16,226	3,953	-	3,000	3,273	3,000	3,000
COMPLETED WORKS							
Inner Harbour							
Minor Works - 2019-20 Program	804	804	804	-	-	-	-
Rous Head - Replace Street Lighting (West)	1,151	1,151	184	-	-	-	-
Shore Tension Mooring System	4,681	4,681	269	-	-	-	-
Outer Harbour - Kwinana Bulk Terminal - Replacement and Relocation of Operations/Maintenance Offices and Workshop	3,892	3,892	2,003	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Kwinana Bulk Terminal							
Electrical Upgrades	500	-	-	500	-	-	-
Export Stockyard Area Concreting	3,000	-	-	3,000	-	-	-
Material Handling Infrastructure Renewal of Import System	25,000	-	-	7,500	17,500	-	-
Other New Works							
Inner and Outer Harbour							
Technology Projects	6,800	-	-	4,650	2,150	-	-
Water Minimisation (Environmental)	2,950	-	-	2,200	750	-	-
Inner Harbour							
Photovoltaic System Passenger Terminal	950	-	-	950	-	-	-
Provision of Alternative Vehicular Access	1,000	-	-	-	1,000	-	-
Replacement of HV cable from Main Substation to Substation 4	550	-	-	550	-	-	-
Replacement of Mechanical Plant	490	-	-	490	-	-	-
Kwinana Bulk Terminal							
Bulk Handling Equipment	12,000	-	-	-	-	12,000	-
Replacement of JC01 Conveyor	5,000	-	-	5,000	-	-	-
Minor Works							
2020-21 Program	16,977	-	-	16,977	-	-	-
2021-22 Program	8,000	-	-	-	8,000	-	-
2022-23 Program	12,000	-	-	-	-	12,000	-
2023-24 Program	12,000	-	-	-	-	-	12,000
North Quay - Berth - Heavy Duty Pad	7,900	-	-	-	750	3,900	3,250
Outer Harbour - Kwinana Bulk Jetty - Export-Import							
Infrastructure	39,500	-	-	-	10,000	-	10,000
Plant and Equipment - Replace Floating Plant	15,000	-	-	7,500	-	-	7,500
Victoria Quay							
H Berth Fender Replacement	3,800	-	-	3,800	-	-	-
Motor Vehicle Decking	15,900	-	-	-	-	2,000	13,900
Total Cost of Asset Investment Program	584,281	289,935	17,454	95,452	70,723	48,081	51,890
FUNDED BY							
Borrowings			-	48,300	52,500	27,000	25,500
Internal Funds and Balances			17,445	47,102	18,173	21,031	26,340
Other			9	50	50	50	50
Total Funding			17,454	95,452	70,723	48,081	51,890

(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

- In addition to the WA Recovery Plan projects included in the AIP, the Authority will spend \$2.8 million in 2020-21 to repair structural elements under Kwinana Bulk Berth 2.
- The Authority also provided a waiver of rental payments for small business and not-for-profit groups totalling \$1.3 million over 2019-20 and 2020-21.

Kimberley Ports Authority

Part 9 Transport

Asset Investment Program

1. The Authority's Asset Investment Program for 2020-21 to 2023-24 totals \$12.2 million, investing in projects to support the economic growth of the Kimberley through maintaining critical port infrastructure.

Expenditure on Major Port Infrastructure

2. A total of \$4.3 million will be spent in 2020-21 to complete the purchase of a new marine crane which will assist with supporting oil and gas vessels that visit the Broome Port.
3. Minor works expenditure of \$1.8 million in 2020-21 and \$4.7 million across 2021-22 to 2023-24 will be spent to maintain and upgrade infrastructure to increase capacity and improve efficiencies at the Broome Port.
4. The Wharf Essential Works (Electrical Upgrade) project will be completed through expenditure of \$1.3 million over 2020-21 to 2021-22. These works are critical to mitigate outages at the wharf given its ageing electrical infrastructure.

	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							
Major Port Infrastructure							
Crane Acquisition.....	5,900	1,600	1,600	4,300	-	-	-
Wharf Essential Works (Electrical Upgrade).....	1,429	108	-	660	661	-	-
COMPLETED WORKS							
Major Port Infrastructure							
Channel Dredging.....	15,300	15,300	13,199	-	-	-	-
Gangway at Broome Port	750	750	395	-	-	-	-
Wharf Extension of Life.....	23,364	23,364	382	-	-	-	-
Minor Works - 2019-20 Program	527	527	527	-	-	-	-
NEW WORKS							
Minor Works							
2020-21 Program.....	1,818	-	-	1,818	-	-	-
2021-22 Program.....	1,575	-	-	-	1,575	-	-
2022-23 Program.....	1,575	-	-	-	-	1,575	-
2023-24 Program.....	1,575	-	-	-	-	-	1,575
Total Cost of Asset Investment Program	53,813	41,649	16,103	6,778	2,236	1,575	1,575
FUNDED BY							
Funding Included in Department of Treasury							
Administered Item.....			6,150	-	-	-	-
Internal Funds and Balances.....			9,953	6,778	2,236	1,575	1,575
Total Funding.....			16,103	6,778	2,236	1,575	1,575

(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. The Authority will spend \$3 million in 2020-21 and 2021-22 on essential wharf maintenance at the Port of Broome comprising:
 - 1.1. \$1.8 million to apply a protective coating to the steel substructure of the Broome Port wharf; and
 - 1.2. \$1.2 million to refurbish the access system under the wharf to provide maintenance personnel access to maintain power, water and fuel services.
2. The Authority provided a waiver of rental payments for small business and not-for-profit groups totalling \$0.3 million over 2019-20 and 2020-21. The Authority will be reimbursed for its foregone revenue through an operating subsidy payment of \$0.3 million in 2020-21.

Mid West Ports Authority

Part 9 Transport

Asset Investment Program

1. The Authority's 2020-21 Asset Investment Program includes funding that has been allocated to:
 - 1.1. a port-wide firefighting system to provide fully compliant fire systems across the port that meet standards and regulatory compliance requirements (the first stage of the project is in progress); and
 - 1.2. minor works projects to improve services, upgrade existing civil infrastructure, security, environmental systems, computer systems and replacement of equipment.

WA Recovery Plan

2. The Authority will spend \$11.6 million over 2020-21 to 2021-22 at the Port of Geraldton and the Fishing Boat Harbour to:
 - 2.1. strengthen the Wharf 4 deck slab and to replace the shiploader rails. This will improve utilisation of the shiploader and support the operational requirements of the berth, which is the port's main multi-good berth; and
 - 2.2. improve the Fishing Boat Harbour amenities. Fuel bowzers and walkways are to be replaced to improve amenities, given these facilities are located within the Port of Geraldton boundary.

	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							
Comprehensive Rehabilitation Works to Berth 3							
Extension and Berth 4 Structures	7,906	7,906	418	-	-	-	-
Miscellaneous Works							
2018-19 Program	5,979	5,979	1,313	-	-	-	-
2019-20 Program	2,786	2,786	2,786	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Fishing Boat Harbour							
Amenities	240	-	-	240	-	-	-
Replacement of Fuel Bowzers	330	-	-	330	-	-	-
Replacement of Northern Walkways	230	-	-	230	-	-	-
Replacement of Southern Walkways	500	-	-	-	500	-	-
Street Lighting	280	-	-	280	-	-	-
Wharf 4 Deck Strengthening and Rail Replacement	10,000	-	-	10,000	-	-	-
Other New Works							
Miscellaneous Works							
2020-21 Program	9,758	-	-	9,758	-	-	-
2021-22 Program	5,500	-	-	-	5,500	-	-
2022-23 Program	5,500	-	-	-	-	5,500	-
2023-24 Program	5,500	-	-	-	-	-	5,500
Port-wide Firefighting System	3,600	-	-	3,600	-	-	-
Total Cost of Asset Investment Program	58,109	16,671	4,517	24,438	6,000	5,500	5,500
Total	58,109	16,671	4,517	24,438	6,000	5,500	5,500
FUNDED BY							
Internal Funds and Balances			4,517	24,438	6,000	5,500	5,500
Total Funding			4,517	24,438	6,000	5,500	5,500

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

WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan, the Authority will offer rent and boat pen lease waivers for small businesses and commercial vessels totalling \$1.1 million over 2019-20 or 2020-21.

Pilbara Ports Authority

Part 9 Transport

Asset Investment Program

1. The Authority's 2020-21 Asset Investment Program totals \$116.3 million for the provision of major and minor works, Dampier Cargo Wharf geotechnical works and design, construction of port infrastructure at the Port of Ashburton, revetment upgrades at the Port of Port Hedland, and construction of the Spoilbank Marina.
2. Geotechnical works, detailed design and preparation for tender documentation for the proposed Dampier Cargo Wharf Extension in the Port of Dampier are forecast to cost \$4.4 million in 2020-21, funded by the introduction of a Sustaining Infrastructure Due at the Port.
3. Chevron's handover of the Port of Ashburton infrastructure was completed in 2018-19. Works to support future development of the multi-user facilities at the port are forecast to be \$10 million in 2020-21 and \$13.8 million over the forward estimates period.
4. As a result of an agreed change in governance arrangements, the Port Hedland Spoilbank Marina construction has been transferred from DevelopmentWA to the Authority. The construction has forecast expenditure of \$43.5 million in 2020-21 and \$66 million in 2021-22. The expenditure will be funded from the Town of Port Hedland, industry and drawdowns from the Royalties for Regions Fund. The total expenditure on the Marina is \$136.5 million with various work packages being delivered by the Pilbara Ports Authority, Main Roads and the Department of Transport.
5. The minor works program, excluding the Port of Ashburton, totals \$21.8 million in 2020-21 and \$56.6 million over the forward estimates period. The program provides for replacement of mobile plant and office equipment, upgrades to safety, information and communications technology, electrical and other equipment, and infrastructure (civil and marine).

WA Recovery Plan

6. The Authority will spend \$71.2 million at the Port of Port Hedland, funded by the introduction of a Sustaining Infrastructure Due at the Port.
 - 6.1. The Port Hedland Inner Harbour Revetment Project has forecast expenditure of \$10 million in 2020-21 and \$10 million in 2021-22. It will enable the immediate upgrade of four revetment locations at the port.
 - 6.2. The Port Hedland Tug Haven Revetment Wall Upgrades Project will upgrade revetment walls and replace the perimeter sheet pile wall that was already deteriorating. Forecast expenditure is \$25.6 million in 2020-21 and \$25.6 million in 2021-22.

	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							
Dampier Cargo Wharf Geotechnical Works and Detailed Design	5,000	634	634	4,366	-	-	-
Election Commitment - Port of Port Hedland - Spoilbank Marina.....	109,500	-	-	43,500	66,000	-	-
Port of Ashburton							
Minor Works.....	7,467	4,336	4,336	1,052	1,014	1,065	-
Port Infrastructure Construction Project.....	32,400	8,561	2,192	10,000	8,000	5,839	-
COMPLETED WORKS							
Minor Works							
2018-19 Program.....	14,430	14,430	3,459	-	-	-	-
2019-20 Program.....	12,824	12,824	12,824	-	-	-	-
Port of Port Hedland							
Berth 3 Deck Replacement.....	33,274	33,274	2,275	-	-	-	-
Port Improvement Rate							
Channel Marker Replacement Program.....	39,550	39,550	1,438	-	-	-	-
Channel Risk Optimisation Project.....	121,153	121,153	45,695	-	-	-	-
Integrated Marine Operations Centre.....	55,782	55,782	4,431	-	-	-	-

	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							
Port Hedland							
Inner Harbour Revetment Upgrades	20,000	-	-	10,000	10,000	-	-
Tug Haven Revetment Wall Upgrades	51,208	-	-	25,604	25,604	-	-
Other New Works							
Minor Works							
2020-21 Program	21,825	-	-	21,825	-	-	-
2021-22 Program	18,191	-	-	-	18,191	-	-
2022-23 Program	18,140	-	-	-	-	18,140	-
2023-24 Program	20,323	-	-	-	-	-	20,323
Total Cost of Asset Investment Program	581,067	290,544	77,284	116,347	128,809	25,044	20,323
FUNDED BY							
Drawdowns from Royalties for Regions Fund			-	19,500	40,000	-	-
Funding Included in Department of Treasury Administered Item			-	24,000	26,000	-	-
Internal Funds and Balances			77,284	72,847	62,809	25,044	20,323
Total Funding			77,284	116,347	128,809	25,044	20,323

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

WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan Project included in the Asset Investment Program, the Authority will offer concessional port charges for liquified natural gas fuelled vessels refuelling in the Pilbara, totalling \$7.6 million over the forward estimates period.

Southern Ports Authority

Part 9 Transport

Asset Investment Program

1. The Authority's Asset Investment Program for 2020-21 to 2023-24 totals \$72.5 million, investing in projects to support the economic growth of the State through the import and export of various commodities.

Existing Projects and Minor Works

2. The Authority's 2020-21 Asset Investment Program of \$31.3 million includes:
 - 2.1. \$11.9 million of minor works across three ports for the replacement of plant and equipment, improvements to port infrastructure and other civil works;
 - 2.2. \$5.1 million to finalise the capacity upgrades at the Port of Bunbury's Berth 8 that will enhance port operations and improve Berth 8 efficiency;
 - 2.3. \$2.9 million to finalise the upgrades to sheds at the Port of Esperance which will improve trade facilitation and export opportunities; and
 - 2.4. \$0.6 million to re-engine the Port of Bunbury's primary pilot vessel (the Tuart) that will improve operational flexibility and ability to continue to provide safe and reliable pilotage services.

WA Recovery Plan

3. The Authority will spend \$25.2 million over 2020-21 to 2021-22 on the following infrastructure projects:
 - 3.1. \$15.5 million over 2020-21 to 2021-22 to commence the design and construction of a new access road and bridge to Turkey Point at the Port of Bunbury. The expenditure aims to address safety and operational issues at the Port by providing an alternative access route to the northern berths in Port of Bunbury's inner harbour, and Turkey Point and Vittoria Bay, which are areas frequently used by the public;
 - 3.2. \$3 million over to 2020-21 to 2021-22 at the Port of Bunbury for the construction of a secondary road hopper, construction of a required fire system at Berth 8, and replacement of the Berth 8 electrical substation; and
 - 3.3. \$6.7 million in 2020-21 at the Port of Esperance for the sealing of internal port roads and construction of additional container hardstands.

	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							
Port of Bunbury - Infrastructure - Berth 8 Capacity Upgrade	8,882	3,819	3,819	5,063	-	-	-
Port of Esperance							
Shed 1 Upgrades	3,055	2,520	2,520	535	-	-	-
Trade Facilitation Upgrade - Shed 4	3,168	817	817	2,351	-	-	-
COMPLETED WORKS							
Hughes Road Upgrade	5,734	5,734	758	-	-	-	-
Minor Works - 2019-20 Program	8,238	8,238	8,238	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Port of Bunbury							
Berth 8 Substation Replacement	1,500	-	-	1,500	-	-	-
Infrastructure - Inner Harbour Access Bridge	15,500	-	-	2,250	13,250	-	-
Required Berth 8 Fire System	500	-	-	500	-	-	-
Secondary Road Hopper	1,000	-	-	-	1,000	-	-

	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
Port of Esperance							
Additional Container Hardstand	2,000	-	-	2,000	-	-	-
Berth 2 Hardstand and Stormwater System	3,200	-	-	3,200	-	-	-
Sealing Internal Port Roads	1,500	-	-	1,500	-	-	-
Other New Works							
Minor Works							
2020-21 Program	11,850	-	-	11,850	-	-	-
2021-22 Program	9,000	-	-	-	9,000	-	-
2022-23 Program	9,000	-	-	-	-	9,000	-
2023-24 Program	9,000	-	-	-	-	-	9,000
Port of Bunbury - Asset Replacement - Tuart Pilot							
Launch Re-engine	550	-	-	550	-	-	-
Total Cost of Asset Investment Program	93,677	21,128	16,152	31,299	23,250	9,000	9,000
FUNDED BY							
Drawdowns from Royalties for Regions Fund			-	2,250	13,250	-	-
Internal Funds and Balances			16,152	29,049	10,000	9,000	9,000
Total Funding			16,152	31,299	23,250	9,000	9,000

(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.

WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan projects included in the Asset Investment Program, the Authority will spend an additional \$3.5 million in 2020-21 on the demolition of the Berth 2 Shiploader Circuit at the Port of Esperance.
2. The Authority has also allocated \$88,000 over 2019-20 and 2020-21 for the waiver of rental payments for small businesses and not-for-profit groups in Government-owned buildings.

Part 10

Environment

Introduction

The Environment portfolio works to create better places for the community with a quality environment. It provides facilities and experiences for the community to enjoy and appreciate Western Australia's natural landscapes and attractions, including Kings Park and Bold Park, Rottnest Island, Perth Zoo, Swan and Canning Riverpark, national parks and other lands and waters. Importantly, the portfolio delivers effective regulation to protect the environment and ensure investment and development is underpinned by sustainable management of the State's resources for the long-term benefit of the State.¹

Summary of Recurrent and Asset Investment Expenditure

Agency	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Water and Environmental Regulation		
– Total Cost of Services	182,566	206,274
– Asset Investment Program	12,134	26,001
Biodiversity, Conservation and Attractions		
– Total Cost of Services	402,095	425,261
– Asset Investment Program	45,946	93,926

(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.

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.

Ministerial Responsibilities

Minister	Agency	Services
Minister for Water; Fisheries; Forestry; Innovation and ICT; Science	Water and Environmental Regulation	<ol style="list-style-type: none"> 1. Water Information and Advice 2. Water Planning, Allocation and Optimisation 3. Water Regulation, Licensing and Industry Governance
Minister for Environment; Disability Services; Electoral Affairs	Water and Environmental Regulation	<ol style="list-style-type: none"> 4. Environmental Regulation 5. Water and Environment Policy 6. Waste Strategies 7. Environmental Impact Assessment Services to the Environmental Protection Authority (EPA) 8. Environmental Management Services to the EPA 9. Compliance Monitoring Services to the Minister
	Biodiversity, Conservation and Attractions	<ol style="list-style-type: none"> 1. Visitor Services and Public Programs Provided at Kings Park and Bold Park 3. Visitor Services and Public Programs Provided at Perth Zoo 4. Visitor Services and Public Programs Provided in the Swan and Canning Riverpark 5. Visitor Services and Public Programs Provided in the National Parks and Other Lands and Waters 6. Conserving Habitats, Species and Ecological Communities 7. Research and Conservation Partnerships 8. Implementation of the Forest Management Plan 9. Prescribed Burning and Fire Management 10. Bushfire Suppression
Minister for Tourism; Racing and Gaming; Small Business; Defence Issues; Citizenship and Multicultural Interests	Biodiversity, Conservation and Attractions	<ol style="list-style-type: none"> 2. Visitor Services and Public Programs Provided at Rottnest Island 6. Conserving Habitats, Species and Ecological Communities (Shared Ministerial Responsibility)

Division 42 Water and Environmental Regulation

Part 10 Environment

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 84 Net amount appropriated to deliver services.....	82,610	83,936	81,488	105,223	103,585	101,027	96,143
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	402	402	402	402	402	403	404
Total appropriations provided to deliver services	83,012	84,338	81,890	105,625	103,987	101,430	96,547
CAPITAL							
Item 144 Capital Appropriation	4,654	9,940	6,007	7,855	11,524	14,704	6,909
TOTAL APPROPRIATIONS	87,666	94,278	87,897	113,480	115,511	116,134	103,456
EXPENSES							
Total Cost of Services	170,919	177,058	182,566	206,274	198,306	202,985	188,172
Net Cost of Services ^(b)	53,617	49,010	63,555	71,137	65,762	73,894	57,702
CASH ASSETS ^(c)	78,082	60,525	75,238	52,776	56,963	48,131	50,608

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

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Clean Energy Future Fund	-	2,000	3,000	3,000	2,000
Clean Western Australia - Waste Paper and Cardboard Processing	-	5,000	5,000	2,500	2,500
Continuation of Resourcing of Environmental Protection Authority Services	-	2,086	-	-	-
Extension of Fixed-term Contractors ^(b)	-	2,469	-	-	-
Healthy Estuaries WA Program	-	6,250	6,250	6,250	6,250
Implementation of the Murujuga Rock Art Strategy	914	2,030	1,709	1,701	2,024
Implementing the Waste Export Ban	-	2,500	2,500	10,000	-
Native Vegetation Rehabilitation Scheme	-	3,450	6,450	5,100	-
Offsets Fund for Recovery Program	-	2,667	2,667	2,666	-
Resourcing of the Pilbara Environmental Offsets Fund	-	1,000	-	-	-
New Initiatives					
Clean Energy Future Fund	-	2,000	3,000	3,000	1,280
Election Commitment - Westport: Port and Environs Strategy	-	290	292	294	296
Environmental Assessment of State Significant Proposals	-	425	850	425	-
Rural Water Deficiency and Community Water Supply	-	3,850	-	-	-
Yamatji Nation Indigenous Land Use Agreement	-	388	355	556	339

	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Ongoing Initiatives					
Adjustments to Commonwealth Grants - National On-farm Emergency					
Water Infrastructure Rebate Scheme	2,350	-	-	-	-
Establishing and Maintaining Vegetation Offsets Account	-	-	-	-	3,000
Resourcing of Noise Regulation	-	236	239	242	-
Resourcing of the Port Hedland Dust Program	103	217	591	565	570
Other					
Adjustments to Commonwealth Grants - Indian Ocean Territories	56	56	56	56	56
Funding Reclassification - Aquatic Resource Monitoring Equipment	(25)	(25)	(25)	(25)	(25)
Government Office Accommodation Lease	-	(133)	(126)	(120)	(125)
Indexation for Salary and Superannuation Expenses	-	-	-	-	957
Kent Street Weir Expenses Transferred to the Department of Biodiversity, Conservation and Attractions	-	(79)	(79)	(79)	(79)
Natural Disaster Resilience Program - Perth Metro Stormwater Drainage	125	125	-	-	-
Payroll Tax Liability	-	2,495	2,495	2,495	2,495
Revenue Adjustments					
Environment Fees and Fines	(3)	(57)	179	(126)	-
Water Fees and Fines	(51)	(28)	(111)	(497)	-
Revision to Indexation for Non-Salary Expenses	-	-	-	-	224
Water Monitoring of the Swan and Canning Rivers Costs Transferred to the Department of Biodiversity, Conservation and Attractions	(550)	(550)	(550)	(550)	(550)

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

Significant Issues Impacting the Agency

Streamline WA/One Stop Shop

1. The Government has accelerated its Streamline WA regulatory reforms to support economic recovery in the wake of the COVID-19 pandemic. The Department continues its One Stop Shop program of work to integrate and align water and environmental regulation in the State. Areas of focus moving forward include alignment of assessment and decision-making, building the Environment Online digital regulatory platform, reforms to the Environmental Protection Act 1986 and implementing tiered assessment pathways for water, clearing and industry regulation.

Container Deposit Scheme

2. The Government's container deposit scheme, Containers for Change, commenced on 1 October 2020. More than 200 refund points will be in place at commencement across every region in Western Australia. The network includes a significant number of social enterprises, not-for-profit and Aboriginal corporations, and will create more than 500 jobs, including for people with a disability and long-term unemployed people. A financial assistance package was provided to support the network impacted by COVID-19. The financial assistance package was provided as a loan to the scheme coordinator.

Climate Change

3. Responding to climate change is a priority of the Government. The Department has led the development of a State Climate Policy which will be released in late 2020. The policy will support resilience to climate change and contribute to national emissions reduction goals.

Waste

4. The Waste Avoidance and Resource Recovery Strategy 2030 includes a target to increase material recovery from the current rate of 57% to 70% by 2025 and 75% by 2030. This is part of the vision to create a sustainable, low-waste, circular economy for Western Australia. The Government is improving recovery of organic waste by supporting local governments to transition to a three-bin kerbside collection service that includes food organics and garden organics. The Government has also committed up to \$35 million to support local processing to recycle waste materials (such as glass, paper, plastic, tyres) impacted by the Council of Australian Governments' waste export bans.

Environmental Protection Amendment Bill

5. The Government is working to modernise the Environmental Protection Act 1986 (the Act) to protect the State's environment, and ensure the legislation works efficiently to support sustainable development. The updated environmental legislation will support recovery from the COVID-19 pandemic, promote bilateral agreements and facilitate the Streamline WA initiative. The Bills to amend the Act passed through the Legislative Assembly in May 2020 and were introduced into the Legislative Council on 6 June 2020.

Healthy Estuaries WA

6. Poor water quality in rivers and estuaries leads to a decline in fisheries, loss in amenity, decline of environmental values including biodiversity and increased public health risks, all of which constrain economic development and growth in areas where development pressures are highest and the climate change effects of sea level rise are most felt. The Government is meeting the challenge of providing a liveable environment and a stronger economy through the Healthy Estuaries WA program. The program works across seven 'at risk estuaries' to improve water quality with a focus on actions in the catchment to reduce nutrient loss to waterways in partnership with community, farmers, industry, and State Government.

Waterwise Perth Action Plan

7. Climate change and increased pressure on water resources means Perth's reliance on groundwater cannot continue. In October 2019, the Minister for Water released the first two-year Waterwise Perth Action Plan containing 38 retrofitting, enabling and policy actions that will build the resilience of urban communities and the environment to climate change. This program facilitates the collaborative delivery of actions by eight Government agencies including the METRONET Office, DevelopmentWA and the Water Corporation. This plan, and successive action plans, will progress Perth towards achieving several waterwise targets by 2030, including 10% less groundwater use, reduced average scheme water use to 110 kilolitres/person, 100% of irrigated open space being watered efficiently, and a streamlined and contemporary urban water policy framework.

Dry Season Response - Water Carting

8. The southwest corner of Western Australia is one of the most impacted places in the world in terms of reduced rainfall from climate change. The past two years have seen very dry conditions, with areas across the southern and south-eastern parts of the dryland agricultural regions being the worst affected. The Minister for Water has declared 12 water deficiency areas in the Great Southern since May 2019. These declarations have triggered the State Government-funded carting of emergency water for livestock to a central point in water deficiency declared areas so that farmers do not have to individually cart water over excessive distances. In excess of \$3.3 million has been spent on direct water carting to date. This initiative has supported regional farm businesses to maintain essential breeding stock, maintain business continuity and improve animal welfare. The Department continues to work closely with farmers, affected shires, the Department of Primary Industries and Regional Development and the Water Corporation to monitor farmers' emergency water needs for livestock.

Native Vegetation Policy

9. Later this year, the State Government will release a consultation draft of the first Native Vegetation Policy for WA. Informed by more than 1,000 contributions from across community and industry on the Native Vegetation Issues Paper in late 2019 and early 2020, the policy will drive improved strategic coordination, consistency and transparency in the aims of Government's management of native vegetation, along with an improved information base for policy-making. The policy will be implemented by coordinated actions across Government agencies with responsibilities that affect native vegetation.

WA Recovery Plan

10. A number of WA Recovery Plan activities will intersect with regulatory approvals but can also deliver against sustainability outcomes for Government. The Department will implement and/or coordinate across Government a number of key actions including the \$60.3 million Green Jobs Plan, a \$10 million boost to the Clean Energy Future Fund and over \$30 million to support recycling opportunities to create new sustainable industry jobs. The Department is implementing streamlining reforms to deliver robust regulation efficiently and avoid unnecessary delays to economic recovery and job creation. The Department is also developing guidance to assist the implementation of sustainability principles throughout the WA Recovery Plan.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Western Australia's growth and development is supported by the sustainable management of water resources for the long-term benefit of the State.	1. Water Information and Advice 2. Water Planning, Allocation and Optimisation 3. Water Regulation, Licensing and Industry Governance
	Emissions, discharges and clearing of native vegetation are effectively regulated to avoid unacceptable risks to public health and the environment.	4. Environmental Regulation
	Development and implementation of strategic policy and legislation that promoted sustainable environmental outcomes.	5. Water and Environment Policy
	Waste avoided and the recovery of materials from landfill maximised.	6. Waste Strategies
	Quality advice to the Environmental Protection Authority (EPA) and Minister for Environment (the Minister) on significant proposals and environmental issues.	7. Environmental Impact Assessment Services to the EPA 8. Environmental Management Services to the EPA
	Compliance with Ministerial statement implementation conditions are monitored effectively.	9. Compliance Monitoring Services to the Minister

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. Water Information and Advice	35,867	38,652	37,080	43,882	33,399	34,909	35,626
2. Water Planning, Allocation and Optimisation.....	34,707	38,302	33,715	47,022	57,221	56,709	57,381
3. Water Regulation, Licensing and Industry Governance	18,623	17,557	16,839	16,287	14,641	16,115	15,838
4. Environmental Regulation.....	35,907	40,158	34,227	32,456	33,553	33,750	29,614
5. Water and Environment Policy	6,306	4,845	12,981	17,385	16,692	13,996	11,550
6. Waste Strategies	25,757	24,902	29,172	32,834	29,967	34,173	24,450
7. Environmental Impact Assessment Services to the EPA.....	9,660	9,115	12,496	11,256	8,087	8,209	8,464
8. Environmental Management Services to the EPA	2,189	2,251	3,166	2,728	2,481	2,680	2,763
9. Compliance Monitoring Services to the Minister	1,903	1,276	2,890	2,424	2,265	2,444	2,486
Total Cost of Services.....	170,919	177,058	182,566	206,274	198,306	202,985	188,172

(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: Western Australia's growth and development is supported by the sustainable management of water resources for the long-term benefit of the State:					
Proportion of stakeholders who perceive the Department to be effectively managing the State's water as a resource for sustainable, productive use	52%	60%	55%	55%	
Proportion of priority growth areas that have a water supply planning strategy	46%	100%	77%	100%	1
Outcome: Emissions, discharges and clearing of native vegetation are effectively regulated to avoid unacceptable risks to public health and the environment:					
Percentage of regulatory compliance activities completed as planned	98%	100%	96%	100%	
Percentage of potential environmental risks identified during compliance monitoring program that are rectified within two months.....	40%	80%	43%	40%	2
Outcome: Development and implementation of strategic policy and legislation that promoted sustainable environmental outcomes:					
Percentage of advice and recommendations that met Ministerial approval, without the need for significant modification	92%	95%	86%	95%	
Outcome: Waste avoided and the recovery of materials from landfill maximised:					
Percentage of municipal solid waste reported as diverted from landfill through recycling compared to waste strategy target in the Perth metropolitan region	40%	50%	34%	40%	3
Percentage of commercial and industrial waste reported as diverted from landfill through recycling compared to the state-wide waste strategy target	45%	55%	51%	45%	4
Percentage of construction and demolition waste reported as diverted from landfill through recycling compared to the state-wide waste strategy target	75%	60%	81%	75%	5
Outcome: Quality advice to the Environmental Protection Authority (EPA) and Minister for Environment (the Minister) on significant proposals and environmental issues:					
The EPA's satisfaction with the Office of the Environmental Protection Authority's (OEPA) Environmental Impact Assessment (EIA) services, during the year, in line with best practice principles of EIA	97%	80%	97%	80%	6
Percentage of project-specific conditions which did not require significant change following the appeal process	96%	80%	95%	80%	7
Percentage of assessments that met agreed timelines	93%	75%	94%	75%	8
The EPA's satisfaction with the OEPA's provision of environmental management services during the year	93%	80%	95%	80%	9
Outcome: Compliance with Ministerial statement implementation conditions are monitored effectively:					
The number of Ministerial statements audited compared to targets	100%	100%	73%	100%	10

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

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

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual represents a revised approach for establishing the total priority growth areas from 2018-19. A total of 13 new priority growth areas were established for the period covering 2018-19 to 2020-21, to be reset every three years. Ten priority growth areas (77%) have been completed. The remaining three (33%) outputs will be completed in 2020-21, achieving all 13 priority growth areas.
2. The 2019-20 Actual was lower than expected due to the Prescribed Premises Compliance Program targeting its inspections at areas of greater risk and complexity which had the effect of reducing the number of overall inspections within the two calendar-month target timeframe.
3. The data used to calculate these indicators is based on the Recycling Activity in Western Australia 2018-19 report. The 2019-20 Actual is set against the 2012 Waste Strategy target set for 2019-20. These annual reports allow comparison of performance across years. The 2019-20 Actual shows a decrease over the 2018-19 Actual, reflecting a change in the services being provided by local governments to households. The roll-out of the Food Organics Garden Organics program and Better Bins program is expected to improve waste collection infrastructure and continue to have a positive impact on diversion rates.
4. The data used to calculate these indicators is based on the Recycling Activity in Western Australia 2018-19 report. The 2019-20 Actual is set against the 2012 Waste Strategy target set for 2019-20. These annual reports allow comparison of performance across years. Increases in the waste levy rate since 2015 have increased the cost of landfilling but led to a more limited response from the industry than expected. The Commercial and Industrial (C&I) waste recovery rate has remained largely unchanged over the past three years. Although organic waste already represents a significant proportion of recovered materials from the C&I stream, there are likely to be significant opportunities to improve performance against this target with increased recovery of this material type.
5. The data used to calculate these indicators is based on the Recycling Activity in Western Australia 2018-19 report. The 2019-20 Actual is set against the 2012 Waste Strategy target set for 2019-20. These annual reports allow comparison of performance across years. The 2019-20 Actual shows an increase in the total amount of Construction and Demolition (C&D) waste reported due to a new category of recycled significant quantities of C&D waste, not captured previously. Scheduled increases in the waste levy since 2015 have made C&D waste landfilling more cost prohibitive. Furthermore, it is likely that industry has engaged in more stockpiling of C&D waste in lieu of disposal which has contributed to the decrease in the quantity of C&D disposed of to landfill thus increasing the overall diversion rate.
6. The Department strives to ensure that all advice provided to the Environmental Protection Authority (EPA) is as practical, efficient, rigorous, participative, and as fit for purpose as possible. By achieving these goals this year, the indicator was exceeded by more than 10%.
7. The Department strives to ensure the conditions recommended to the EPA are as robust and comprehensive as the project requires and therefore do not require substantial change by the Office of the Appeals Convenor. In line with this goal, this year the Department's recommended conditions required minimal substantial changes and exceeded this indicator by more than 10%.
8. The Department strives to ensure that assessments are completed in a timely manner and within the timelines published in EPA guidelines. In line with this goal, this year the indicator was exceeded by more than 10%.
9. This indicator rates the quality of advice on strategic advice, statutory policies or guidelines provided by the Department. The Department strives to ensure that all services provided have a clear purpose, are rigorous, readable, applicable, and consistent and informed by stakeholder input as possible. In line with this goal, this year the indicator was exceeded by more than 10%.
10. The 2019-20 Actual was lower than expected due to reallocation of compliance resources to priority areas of regulatory assessments.

Services and Key Efficiency Indicators

1. Water Information and Advice

The Department enables investment decisions of regional and State significance through the provision of data and information on the quantity, quality, location of and demand for water across the State. The information also underpins policy advice for consideration by Government and supports other Government agencies and stakeholders in their planning for future economic growth and urban and rural development.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 35,867	\$'000 38,652	\$'000 37,080	\$'000 43,882	
Less Income	3,845	3,538	12,850	12,818	1
Net Cost of Service	32,022	35,114	24,230	31,064	
Employees (Full-Time Equivalents)	207	210	140	141	2
Efficiency Indicators					
Proportion of statutory referrals from decision-making authorities where advice is provided within target timeframes ^(b)	92%	95%	93%	95%	
Average cost per statutory referral assessment	\$11,442	\$14,477	\$7,182	\$6,126	3
Average cost per water measurement site managed	\$7,118	\$7,467	\$9,437	\$12,027	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.

(b) Decision-making authorities include the Departments of Water and Environmental Regulation; Planning, Lands and Heritage; Mines, Industry Regulation and Safety; and Local Government, Sports and Cultural Industries. The target timeframe is 35 business days.

Explanation of Significant Movements

(Notes)

1. The increase in Income between the 2019-20 Budget and 2019-20 Actual is due to changes in income allocation methodology relating to landfill levy.
2. The change in full-time equivalents (FTEs) between the 2019-20 Budget and 2019-20 Actual and the 2019-20 Actual and 2020-21 Budget Target is due to a change in allocation methodology. The FTEs in the 2019-20 Actual are based on actual results, as opposed to Budget estimate figures, and include temporary agency staff in this year. The FTEs in the 2020-21 Budget Target include additional fixed-term contractor staff engaged for six months until 31 December 2020.
3. The decrease in Average Cost per Statutory Referral Assessment between the 2019-20 Budget and 2019-20 Actual is due to changes in cost allocation methodology to allocate costs to this indicator.
4. The increase in Average Cost per Water Measurement Site Managed between the 2019-20 Budget and 2019-20 Actual is due to changes in cost allocation methodology to allocate costs to this indicator.

2. Water Planning, Allocation and Optimisation

The Department undertakes and facilitates water planning, allocation and optimisation to ensure the sustainable management of water resources for the long-term benefit of the State relies on good science. This includes planning and allocating water for sustainable productive use, protecting public drinking water sources, and ensuring the sustainability of water resources and their dependent ecosystems.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 34,707	\$'000 38,302	\$'000 33,715	\$'000 47,022	1
Less Income	1,080	4,496	11,780	14,077	2
Net Cost of Service	33,627	33,806	21,935	32,945	
Employees (Full-Time Equivalents)	128	130	164	177	3
Efficiency Indicators					
Average cost per plan, report or guidance document to support water planning, allocation and optimisation	\$431,338	\$342,767	\$348,488	\$241,146	
Average cost per hour of scientific support for water planning, allocation and optimisation	\$145	\$222	\$161	\$269	4

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

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service between the 2019-20 Budget and 2019-20 Actual is due to changes in cost allocation methodology which reduced costs allocated to this service.
2. The increase in Income between the 2019-20 Budget and 2019-20 Actual is due to changes in income allocation methodology relating to the landfill levy.
3. The change in FTEs between the 2019-20 Budget and 2019-20 Actual and the 2019-20 Actual and 2020-21 Budget Target is due to a change in allocation methodology. The FTEs in the 2019-20 Actual are based on actual results, as opposed to Budget estimate figures, and include temporary agency staff in this year. The FTEs in the 2020-21 Budget Target include additional fixed-term contractor staff engaged for six months until 31 December 2020.
4. The reduction in the Average Cost per Hour of Scientific Support for Water Planning, Allocation and Optimisation is due to an increase in the amount of scientific support for water planning, allocation and optimisation for the sustainable management of water resources and changes in cost allocation methodology.

3. Water Regulation, Licensing and Industry Governance

The Department is responsible for regulation to ensure that investment, growth and development is underpinned by sustainable management of the State's water resources for the long-term benefit of the State. This service includes the management of water licensing and the management of the legislation governing the operations of water service providers.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 18,623	\$'000 17,557	\$'000 16,839	\$'000 16,287	
Less Income	823	1,578	7,413	9,665	1
Net Cost of Service	17,800	15,979	9,426	6,622	
Employees (Full-Time Equivalents)	109	113	116	119	2
Efficiency Indicators					
Average cost of assessing a water licence application by risk assessment category:					
Low risk	\$3,788	\$3,834	\$3,284	\$3,390	3
Medium risk	\$5,051	\$5,111	\$4,378	\$4,520	3
High risk	\$6,313	\$6,389	\$5,473	\$5,650	3
Average time taken (days) to assess a licence application by risk assessment category:					
Low risk	57	65	46	65	
Medium risk	133	75	85	75	
High risk	213	95	87	95	
Average cost of compliance monitoring and enforcement action	\$608	\$610	\$205	\$213	4

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

Explanation of Significant Movements

(Notes)

1. The increase in Income between the 2019-20 Budget and 2019-20 Actual is due to changes in income allocation methodology relating to landfill levy.
2. The change in FTEs between the 2019-20 Budget and 2019-20 Actual and the 2019-20 Actual and 2020-21 Budget Target is due to a change in allocation methodology. The FTEs in the 2019-20 Actual are based on actual results, as opposed to Budget estimate figures, and include temporary agency staff in this year. The FTEs in the 2020-21 Budget Target include additional fixed-term contractor staff engaged for six months until 31 December 2020.
3. The decrease in the Average Cost of Assessing a Water Licence Application by Risk Assessment for each category between the 2019-20 Budget and 2019-20 Actual is due to changes in cost allocation methodology.
4. The reduction in Average Cost of Compliance Monitoring and Enforcement Action between the 2019-20 Budget and 2019-20 Actual is due to an increase in compliance monitoring events and incidents in the year as an outcome of compliance monitoring event backlog reduction initiatives, and expanded regional compliance monitoring scheduling driven by the commencement of Stage 3 of the Water Metering Regulations.

4. Environmental Regulation

The Department seeks to prevent, control and abate activities that have the potential to cause pollution or environmental harm. It has adopted a risk-based approach to delivering its regulatory role, which broadly fits into three main functions:

- approvals and licensing;
- monitoring, audit and compliance inspections; and
- enforcement, including complaint and incident investigation.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 35,907	\$'000 40,158	\$'000 34,227	\$'000 32,456	1
Less Income	30,578	32,487	41,424	46,222	2
Net Cost of Service	5,329	7,671	(7,197)	(13,766)	
Employees (Full-Time Equivalents)	242	246	228	231	3
Efficiency Indicators					
Average cost per works approval and licence application	\$47,505	\$62,184	\$47,220	\$36,549	4
Average cost per native vegetation clearing permit application	\$29,865	\$40,192	\$17,644	\$26,432	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.

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services between the 2019-20 Budget and 2019-20 Actual is due to changes in cost allocation methodology to allocate costs to this service.
2. The increase in Income between the 2019-20 Budget and 2019-20 Actual is due to changes in income allocation methodology relating to the landfill levy.
3. The change in FTEs between the 2019-20 Budget and 2019-20 Actual and the 2019-20 Actual and 2020-21 Budget Target is due to a change in allocation methodology. The FTEs in the 2019-20 Actual are based on actual results, as opposed to Budget estimate figures, and include temporary agency staff in this year. The FTEs in the 2020-21 Budget Target include additional fixed-term contractor staff engaged for six months until 31 December 2020.
4. The decrease in Average Cost per Works Approval and Licence Application between the 2019-20 Budget and 2019-20 Actual is due to a reduction in allocated costs and the inclusion of Works Approvals and Licence Applications finalised as 'Withdrawn, Declined, Returned or Expired', not previously included.
5. The decrease in Average Cost per Native Vegetation Clearing Permit Application between the 2019-20 Budget and 2019-20 Actual is due to a lower cost allocation.

5. Water and Environment Policy

The Department develops and implements policies and strategies that promote sound water and environmental outcomes.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 6,306	\$'000 4,845	\$'000 12,981	\$'000 17,385	1
Less Income	751	708	8,081	9,321	2
Net Cost of Service	5,555	4,137	4,900	8,064	
Employees (Full-Time Equivalents)	38	39	97	101	3
Efficiency Indicators					
Average cost per hour of policy advice and recommendations	\$84	\$76	\$118	\$158	4

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

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Services between the 2019-20 Budget and 2019-20 Actual is due to changes in cost allocation methodology impacting the costs allocated to this service.
2. The increase in Income between the 2019-20 Budget and 2019-20 Actual is due to changes in income allocation methodology relating to the landfill levy.
3. The change in FTEs between the 2019-20 Budget and 2019-20 Actual and the 2019-20 Actual and 2020-21 Budget Target is due to a change in allocation methodology. The FTEs in the 2019-20 Actual are based on actual results, as opposed to Budget estimate figures, and includes temporary agency staff in this year. The FTEs in the 2020-21 Budget Target include additional fixed-term contractor staff engaged for six months until 31 December 2020.
4. The increase in the Average Cost per Hour of Policy Advice and Recommendations between the 2019-20 Budget and 2019-20 Actual is due to a higher cost allocation offset by an increase in number of hours for policy advice and recommendations.

6. Waste Strategies

The Department works with the Waste Authority to facilitate the avoidance of waste and maximising recovery of materials from landfill.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 25,757	\$'000 24,902	\$'000 29,172	\$'000 32,834	1
Less Income	79,595	85,012	29,639	32,249	2
Net Cost of Service	(53,838)	(60,110)	(467)	585	
Employees (Full-Time Equivalents)	47	47	66	66	3
Efficiency Indicators					
Cost of landfill levy compliance as a percentage of landfill levy income collected	2.1%	2%	1.9%	1.9%	

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

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Services between the 2019-20 Budget and 2019-20 Actual is due to changes in cost allocation methodology to allocate costs to this service.
2. The decrease in Income between the 2019-20 Budget and 2019-20 Actual is due to changes in income allocation methodology resulting in the allocation of the landfill levy to all services not just Waste Strategies.
3. The change in FTEs between the 2019-20 Budget and 2019-20 Actual, and the 2019-20 Actual and 2020-21 Budget Target is due to a change in allocation methodology. The FTEs in the 2019-20 Actual are based on actual results, as opposed to Budget estimate figures, and include temporary agency staff in this year. The FTEs in the 2020-21 Budget Target include additional fixed-term contractor staff engaged for six months until 31 December 2020.

7. Environmental Impact Assessment Services to the EPA

The Department conducts environmental impact assessments of significant proposals and schemes for the EPA.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 9,660	\$'000 9,115	\$'000 12,496	\$'000 11,256	1
Less Income	406	171	5,228	7,529	2
Net Cost of Service	9,254	8,944	7,268	3,727	
Employees (Full-Time Equivalents)	58	58	74	95	3
Efficiency Indicators					
Cost per standardised unit of assessment output.....	\$33,082	\$30,383	\$39,924	\$37,519	4

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

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Services between the 2019-20 Budget and 2019-20 Actual is due to changes in cost allocation methodology to allocate costs to this service.
2. The increase in Income between the 2019-20 Budget and 2019-20 Actual is due to changes in income allocation methodology relating to the landfill levy.
3. The change in FTEs between the 2019-20 Budget and 2019-20 Actual and the 2019-20 Actual and 2020-21 Budget Target is due to a change in allocation methodology. The FTEs in the 2019-20 Actual are based on actual results, as opposed to Budget estimate figures, and include temporary agency staff in this year. The FTEs in the 2020-21 Budget Target include additional fixed-term contractor staff engaged for six months until 31 December 2020.
4. The increase in Cost per Standardised Unit of Assessment Output between the 2019-20 Budget and 2019-20 Actual is due to a higher cost allocation.

8. Environmental Management Services to the EPA

The Department develops, for the EPA, statutory policies, guidelines and strategic advice to manage environmental impacts and protect the environment.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 2,189	\$'000 2,251	\$'000 3,166	\$'000 2,728	1
Less Income	153	44	1,335	1,559	2
Net Cost of Service	2,036	2,207	1,831	1,169	
Employees (Full-Time Equivalents)	12	19	20	22	3
Efficiency Indicators					
Cost per standardised unit of environmental management services output ...	\$21,049	\$22,511	\$34,793	\$27,279	4

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

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Services between the 2019-20 Budget and 2019-20 Actual is due to changes in cost allocation methodology to allocate costs to this service.
2. The increase in Income between the 2019-20 Budget and 2019-20 Actual is due to changes in income allocation methodology relating to the landfill levy.
3. The change in FTEs between the 2019-20 Budget and 2019-20 Actual and the 2019-20 Actual and 2020-21 Budget Target is due to a change in allocation methodology. The FTEs in the 2019-20 Actual are based on actual results, as opposed to Budget estimate figures, and include temporary agency staff in this year. The FTEs in the 2020-21 Budget Target include additional fixed-term contractor staff engaged for six months until 31 December 2020.
4. The increase in Cost per Standardised Unit of Environmental Management Services Output between the 2019-20 Budget and 2019-20 Actual is due to a higher cost allocation.

9. Compliance Monitoring Services to the Minister

The Department audits the compliance with conditions set under Ministerial approvals and undertakes enforcement actions as appropriate.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 1,903	\$'000 1,276	\$'000 2,890	\$'000 2,424	1
Less Income	71	14	1,260	1,697	2
Net Cost of Service	1,832	1,262	1,630	727	
Employees (Full-Time Equivalents)	14	13	22	22	3
Efficiency Indicators					
Average cost per environmental audit completed.....	\$31,719	\$21,267	\$65,666	\$40,407	4

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

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Services between the 2019-20 Budget and 2019-20 Actual is due to changes in cost allocation methodology to allocate costs to this service.
2. The increase in Income between the 2019-20 Budget and 2019-20 Actual is due to changes in income allocation methodology relating to the landfill levy.
3. The change in FTEs between the 2019-20 Budget and 2019-20 Actual and the 2019-20 Actual and 2020-21 Budget Target is due to a change in allocation methodology. The FTEs in the 2019-20 Actual are based on actual results, as opposed to Budget estimate figures, and include temporary agency staff in this year. The FTEs in the 2020-21 Budget Target include additional fixed-term contractor staff engaged for six months until 31 December 2020.
4. The increase in Average Cost per Environmental Audit Completed between the 2019-20 Budget and 2019-20 Actual is due to a higher cost allocation and further impacted by a reallocation of staff to priority areas than previously predicted.

Asset Investment Program

1. The Department will spend \$26 million on its Asset Investment Program in 2020-21 and \$57.5 million over the forward estimates period. This supports the delivery of its services and the rolling program to update plant, equipment and computer software, and delivery of the groundwater investigation, water modelling and bore replacement and maintenance programs.
2. The program includes the acquisition of Priority 1 land adjacent to public drinking water supply areas.

WA Recovery Plan

3. The Department will spend approximately \$28 million of joint Commonwealth and State Government funding over a four-year period on the Environment Online project, including \$19.9 million approved through the WA Recovery Plan. The project will provide customers with a 'one-stop shop' portal to perform business with the Department for regulatory approvals and environmental impact assessments.

	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							
Plant, Equipment and Minor Works	7,443	1,703	1,703	1,435	1,435	1,435	1,435
Port Hedland Dust Taskforce Report	486	-	-	486	-	-	-
Replace and Maintain Monitoring Bores	16,818	3,402	3,402	3,144	3,424	3,424	3,424
Replace and Maintain River Gauging Stations	8,021	1,245	1,245	2,264	1,504	1,504	1,504
State Groundwater Investigation Program	19,665	1,961	1,961	4,151	4,151	4,351	4,351
Water Modelling	7,529	1,897	1,897	1,408	1,408	1,408	1,408
COMPLETED WORKS							
Dams Site Upgrade and Systems Support	1,926	1,926	1,926	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Environment Online ^(b)	28,001	-	-	9,703	10,503	7,795	-
Other							
Land Acquisition - Land Purchase Priority 1 Areas	6,410	-	-	3,410	1,000	1,000	1,000
Total Cost of Asset Investment Program	96,299	12,134	12,134	26,001	23,425	20,917	13,122
FUNDED BY							
Capital Appropriation			5,253	7,085	10,717	13,879	6,084
Commonwealth Grants			-	4,557	2,943	-	-
Drawdowns from the Holding Account			5,994	6,057	6,338	6,338	6,338
Internal Funds and Balances			887	8,302	3,427	700	700
Total Funding			12,134	26,001	23,425	20,917	13,122

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

(b) \$28 million of joint Commonwealth and State Government funding will be spent on the Environment Online project, including \$19.9 million approved under the WA Recovery Plan.

Financial Statements

Income Statement

Expenses

1. Total Cost of Services is estimated to increase by \$23.7 million between the 2019-20 Actual and 2020-21 Budget Estimate mainly due to increased resourcing across several key initiatives such as the Healthy Estuaries WA Program, Clean Energy Future Fund, Implementation of the Murujuga Rock Art Strategy, continuation of resourcing of EPA Services, Implementing the Waste Export Ban, the Rural Water Deficiency and Community Water Supply program, Offsets Fund for Recovery program, Native Vegetation Rehabilitation Scheme, Clean Western Australia Waste Paper and Cardboard Processing, external funds carryover for Environment programs, Royalties for Regions programs, a six-month extension of fixed-term contractors, and a determination for Payroll Tax liability.

Income

2. Income from State Government is estimated to increase by \$26.6 million between the 2019-20 Actual and 2020-21 Budget Estimate mainly due to several key initiatives in 2020-21 consistent with the movement in the Total Cost of Services.
3. Income from sources outside of State Government is estimated to increase by \$12.9 million between the 2019-20 Actual and 2020-21 Budget Estimate mainly due to a combination of several key initiatives in 2020-21, including grants for Environment Online and Implementation of the Murujuga Rock Art Strategy, and a lower industry revenue than anticipated from the landfill levy and regulatory fees and fines received in 2019-20.

Statement of Financial Position

4. Total assets are expected to increase by \$8.5 million between 2019-20 and 2020-21. This is mainly due to increases of \$11 million in loans related to the Container Deposit Scheme, \$9.7 million for Environment Online, \$3.4 million in land value and \$1.9 million in plant and equipment, partially offset by a decrease in cash balances of \$22.4 million.

Statement of Cashflows

5. The decrease in cash assets of \$22.4 million between the 2019-20 Actual and 2020-21 Budget Estimate is mainly due to a \$20.1 million higher return of cash reserves to the Consolidated Account in 2020-21.

INCOME STATEMENT ^(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
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	93,287	95,752	105,026	102,974	99,098	100,389	100,474
Grants and subsidies ^(d)	15,133	15,372	15,317	32,641	30,443	34,088	18,652
Supplies and services	32,051	35,334	34,110	36,662	35,899	35,445	35,996
Accommodation	8,392	2,032	5,347	7,822	8,011	8,205	8,213
Depreciation and amortisation	11,773	23,127	13,123	20,505	19,882	19,887	19,887
Finance and interest costs	-	3,167	84	151	154	152	152
Other expenses	10,283	2,274	9,559	5,519	4,819	4,819	4,798
TOTAL COST OF SERVICES	170,919	177,058	182,566	206,274	198,306	202,985	188,172
Income							
Sale of goods and services	709	-	877	-	-	-	-
Regulatory fees and fines	28,143	32,610	29,523	33,762	35,096	35,114	36,370
Grants and subsidies	4,983	5,767	7,138	10,006	6,351	2,817	2,873
Landfill levy	78,980	83,000	79,640	83,000	83,000	83,000	83,000
Other revenue	4,487	6,671	1,833	8,369	8,097	8,160	8,227
Total Income	117,302	128,048	119,001	135,137	132,544	129,091	130,470
NET COST OF SERVICES	53,617	49,010	63,555	71,137	65,762	73,894	57,702
INCOME FROM STATE GOVERNMENT							
Service appropriations	83,012	84,338	81,890	105,625	103,987	101,430	96,547
Resources received free of charge	2,629	1,743	2,789	1,743	1,743	1,743	1,743
Royalties for Regions Fund:							
Regional Community Services Fund	57	1,677	1,204	438	57	57	57
Regional Infrastructure and Headworks Fund	9,346	5,962	3,593	8,308	6,250	6,250	6,250
TOTAL INCOME FROM STATE GOVERNMENT	95,044	93,720	89,476	116,114	112,037	109,480	104,597
SURPLUS/(DEFICIENCY) FOR THE PERIOD	41,427	44,710	25,921	44,977	46,275	35,586	46,895

(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 855, 926 and 973 respectively.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(a) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Clean Energy Future Fund	-	-	-	2,000	3,000	3,000	2,000
Clean Western Australia - Waste Paper and Cardboard Processing	-	-	-	5,000	5,000	2,500	2,500
Commonwealth Grants							
National On-farm Emergency Water Infrastructure Rebate Scheme	-	1,220	3,783	1,400	-	-	-
Smart Farming Partnerships	135	-	525	-	-	-	-
Water Infrastructure Development Fund	1,553	-	-	-	-	-	-
Container Deposit Scheme	-	-	126	-	-	-	-
Contaminated Sites Management Account Grants	1,593	-	246	-	-	-	-
Cooperative Research Centre							
Other Grants	-	-	-	-	150	150	150
Water Sensitive Cities	160	150	180	150	-	-	-
Establishing and Maintaining Vegetation Offsets Account	-	3,000	105	-	-	-	3,000
Grants Other	292	-	65	-	-	-	-
Keep Australia Beautiful Council (WA)	112	-	112	-	-	-	-
Native Vegetation Rehabilitation Scheme	-	-	-	3,128	6,124	4,770	-
Offset Fund for Recovery	-	-	-	2,667	2,667	2,666	-
Pilbara Environmental Offsets Fund	-	-	-	1,000	-	-	-
Regional Estuaries Initiative	120	-	-	-	-	-	-
Revitalising Waterways of Geopraphe Bay	-	-	234	-	-	-	-
Rural Water Deficiency and Community Water Supply	-	-	-	3,150	-	-	-
Rural Water Grants	-	687	207	687	687	687	687
State-wide Water Efficiency Measures	180	50	225	50	50	50	50
Waste Avoidance and Resource Recovery Account	9,029	9,998	9,107	9,998	9,998	9,998	9,998
Waste Export Ban	-	-	-	2,500	2,500	10,000	-
Water Innovation Partnership	184	267	252	267	267	267	267
Watering Western Australia	1,775	-	150	644	-	-	-
TOTAL	15,133	15,372	15,317	32,641	30,443	34,088	18,652

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	12,086	5,110	9,348	8,271	8,773	14,283	20,432
Restricted cash.....	64,977	54,064	64,402	42,641	46,326	31,984	28,312
Holding account receivables.....	5,994	10,085	6,057	5,535	5,535	5,535	5,535
Receivables.....	24,137	30,457	22,478	22,478	22,478	22,478	22,478
Other.....	2,000	1,597	2,350	10,350	2,350	2,350	2,350
Total current assets.....	109,194	101,313	104,635	89,275	85,462	76,630	79,107
NON-CURRENT ASSETS							
Holding account receivables.....	40,637	53,679	52,545	67,516	81,060	94,609	108,158
Property, plant and equipment.....	342,943	402,631	353,515	356,957	335,973	314,905	299,229
Intangibles.....	20,377	21,421	17,582	20,287	34,884	46,773	50,867
Restricted cash.....	1,019	1,351	1,488	1,864	1,864	1,864	1,864
Other.....	-	-	618	2,972	2,464	1,956	1,448
Total non-current assets.....	404,976	479,082	425,748	449,596	456,245	460,107	461,566
TOTAL ASSETS.....	514,170	580,395	530,383	538,871	541,707	536,737	540,673
CURRENT LIABILITIES							
Employee provisions.....	20,694	20,214	25,309	25,344	25,379	25,414	25,449
Payables.....	3,098	1,235	2,430	2,430	2,430	2,430	2,430
Borrowings and leases.....	-	280	1,143	1,143	1,143	1,143	1,143
Other.....	5,635	6,400	2,888	2,903	2,918	2,933	2,948
Total current liabilities.....	29,427	28,129	31,770	31,820	31,870	31,920	31,970
NON-CURRENT LIABILITIES							
Employee provisions.....	5,275	5,072	6,002	6,002	6,002	6,002	6,002
Borrowings and leases.....	-	66,391	2,020	1,900	1,933	1,669	5,331
Other.....	-	1,658	-	-	-	-	-
Total non-current liabilities.....	5,275	73,121	8,022	7,902	7,935	7,671	11,333
TOTAL LIABILITIES.....	34,702	101,250	39,792	39,722	39,805	39,591	43,303
EQUITY							
Contributed equity.....	373,945	118,642	351,627	315,208	271,686	231,344	184,673
Accumulated surplus/(deficit).....	95,582	359,198	120,944	165,921	212,196	247,782	294,677
Reserves.....	9,941	1,305	18,020	18,020	18,020	18,020	18,020
Total equity.....	479,468	479,145	490,591	499,149	501,902	497,146	497,370
TOTAL LIABILITIES AND EQUITY.....	514,170	580,395	530,383	538,871	541,707	536,737	540,673

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

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	67,346	61,211	63,925	85,119	84,105	81,543	76,660
Capital appropriation	4,654	9,940	6,007	7,855	11,524	14,704	6,909
Holding account drawdowns	6,307	5,994	5,994	6,057	6,338	6,338	6,338
Royalties for Regions Fund:							
Regional Community Services Fund	57	1,677	1,204	438	57	57	57
Regional Infrastructure and Headworks Fund	9,163	5,962	3,593	8,308	6,250	6,250	6,250
Receipts paid into Consolidated Account	(41,056)	(44,276)	(24,159)	(44,276)	(44,276)	(44,276)	(44,276)
Net cash provided by State Government	46,471	40,508	56,564	63,501	63,998	64,616	51,938
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(92,561)	(95,701)	(101,096)	(102,924)	(99,048)	(100,339)	(100,424)
Grants and subsidies	(17,518)	(15,372)	(19,389)	(32,641)	(30,443)	(34,088)	(18,652)
Supplies and services	(27,950)	(32,347)	(29,780)	(33,375)	(32,331)	(31,586)	(32,124)
Accommodation	(8,447)	(2,042)	(5,381)	(7,832)	(8,021)	(8,215)	(8,223)
GST payments	(6,664)	(7,458)	(7,628)	(5,929)	(5,862)	(5,882)	(5,710)
Finance and interest costs	-	(3,167)	(83)	(150)	(154)	(152)	(152)
Other payments	(4,477)	(3,518)	(10,858)	(7,063)	(6,644)	(6,935)	(6,927)
Receipts ^(c)							
Regulatory fees and fines	28,186	32,610	30,772	33,762	35,096	35,114	36,370
Grants and subsidies	3,241	5,767	8,874	10,006	6,351	2,817	2,873
Sale of goods and services	3,144	-	1,441	-	-	-	-
Landfill levy	87,572	83,000	78,018	83,000	83,000	83,000	83,000
GST receipts	6,133	7,468	8,406	5,939	5,872	5,892	5,720
Other receipts	2,077	6,671	1,377	8,369	8,097	8,160	8,227
Net cash from operating activities	(27,264)	(24,089)	(45,327)	(48,838)	(44,087)	(52,214)	(36,022)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(11,545)	(16,506)	(12,134)	(26,001)	(23,425)	(20,917)	(13,122)
Other payments	-	-	(750)	(18,954)	-	-	-
Proceeds from sale of non-current assets	291	-	105	-	-	-	-
Other receipts	-	-	-	8,600	8,508	508	508
Net cash from investing activities	(11,254)	(16,506)	(12,779)	(36,355)	(14,917)	(20,409)	(12,614)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(3,712)	(1,301)	(770)	(807)	(825)	(825)
Net cash from financing activities	-	(3,712)	(1,301)	(770)	(807)	(825)	(825)
NET INCREASE/(DECREASE) IN CASH HELD	7,953	(3,799)	(2,843)	(22,462)	4,187	(8,832)	2,477
Cash assets at the beginning of the reporting period	70,129	64,324	78,082	75,238	52,776	56,963	48,131
Net cash transferred to/from other agencies	-	-	(1)	-	-	-	-
Cash assets at the end of the reporting period	78,082	60,525	75,238	52,776	56,963	48,131	50,608

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

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

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

NET APPROPRIATION DETERMINATION ^(a)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Regulatory Fees and Fines							
Regulatory Fees - Receipts	28,186	32,610	30,772	33,762	35,096	35,114	36,370
Grants and Subsidies							
Other Grants and Contributions	3,241	5,767	8,874	10,006	6,351	2,817	2,873
User Contributions, Charges and Fees							
Landfill Levy	77,572	83,000	78,018	83,000	83,000	83,000	83,000
Recovery of Landfill Levy	10,000	-	-	-	-	-	-
Sale of Goods and Services							
Establishing and Maintaining Vegetation							
Offsets Account	2,435	-	756	-	-	-	-
Other Sale of Goods and Services	709	-	-	-	-	-	-
Pilbara Environmental Offsets Fund	-	-	685	-	-	-	-
GST Receipts							
GST Receipts	6,133	7,468	8,406	5,939	5,872	5,892	5,720
Other Receipts							
Establishing and Maintaining Vegetation							
Offsets Account	-	3,000	-	3,000	3,000	3,000	3,000
Implementation of the Murujuga Rock Art							
Strategy	-	-	239	1,598	1,326	1,389	1,456
Pilbara Environmental Offsets Fund	-	2,000	-	2,000	2,000	2,000	2,000
Interest Received	919	750	528	850	850	850	850
Lease of Commercial Land and Buildings	285	346	325	346	346	346	346
Other Receipts	873	575	285	575	575	575	575
TOTAL	130,353	135,516	128,888	141,076	138,416	134,983	136,190

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

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
INCOME							
Fines							
Regulatory Fines	102	155	89	155	155	155	155
TOTAL ADMINISTERED INCOME	102	155	89	155	155	155	155
EXPENSES							
Other							
Receipts Paid into the Consolidated							
Account	103	155	88	155	155	155	155
TOTAL ADMINISTERED EXPENSES	103	155	88	155	155	155	155

(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

CONTAMINATED SITES MANAGEMENT ACCOUNT

Account Purpose: The purpose of the trust account is to enable investigation or remediation of any site where the State or a public authority (excluding local government) is responsible for remediation.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	1,863	335	557	346
Receipts:				
Other	187	210	135	195
	2,050	545	692	541
Payments	1,493	208	346	350
CLOSING BALANCE.....	557	337	346	191

(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.

WASTE AVOIDANCE AND RESOURCE RECOVERY ACCOUNT

Account Purpose: The purpose of the trust account is to fund nominated programs and other waste management initiatives approved by the Minister for Environment on the advice of the Waste Authority of Western Australia.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance.....	38,581	39,332	39,980	39,795
Receipts:				
Other	21,663	22,000	21,276	21,730
	60,244	61,332	61,256	61,525
Payments	20,264	22,000	21,461	35,300
CLOSING BALANCE.....	39,980	39,332	39,795	26,225

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

RESERVE 31165 TRUST ACCOUNT

Account Purpose: The purpose of the trust account is to hold moneys to be used for the purposes of protecting the water resource values of Lake Argyle and the Ord River Dam, protecting the Lake Argyle wetland values and maintaining and enhancing the traditional culture of the Miriwung-Gajerrong people.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance	481	481	597	-
Receipts:				
Other	123	120	124	-
	604	601	721	-
Payments	7	10	721	-
CLOSING BALANCE.....	597	591	-	-

(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.

PILBARA ENVIRONMENTAL OFFSETS FUND

Account Purpose: The purpose of the trust account is to facilitate the coordinated delivery of environmental offset projects located within the Pilbara Interim Biogeographic Regionalisation for Australia and to hold moneys to be used for the purposes of delivering landscape scale conservation projects.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance	-	1,645	-	496
Receipts:				
Other	-	2,000	684	2,000
	-	3,645	684	2,496
Payments	-	2,305	188	2,496
CLOSING BALANCE.....	-	1,340	496	-

(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 43 **Biodiversity, Conservation and Attractions**

Part 10 **Environment**

Appropriations, Expenses and Cash Assets

	2018-19 Actual ^(a) \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 85 Net amount appropriated to deliver services.....	237,857	238,173	258,554	265,586	254,837	255,516	255,040
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	625	625	625	625	627	632	637
Total appropriations provided to deliver services	238,482	238,798	259,179	266,211	255,464	256,148	255,677
CAPITAL							
Item 145 Capital Appropriation	3,762	12,059	10,778	39,344	37,403	26,209	20,341
TOTAL APPROPRIATIONS	242,244	250,857	269,957	305,555	292,867	282,357	276,018
EXPENSES							
Total Cost of Services ^(c)	394,879	402,149	402,095	425,261	420,634	417,478	418,546
Net Cost of Services ^{(c) (d)}	253,655	257,493	266,784	280,002	263,388	263,476	263,103
CASH ASSETS ^(e)	120,000	133,308	135,124	127,304	129,561	132,062	134,296

- (a) Following the completion of the 2019-20 financial audit, the Department's 2018-19 Actuals were restated due to the overstatement of depreciation expense in the prior years. The 2018-19 Actuals have not been adjusted in the Budget Statements, as the audit adjustment occurred after the budget planning cut-off date of 7 September 2020.
- (b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (c) For comparative purposes, the Asset Revaluation Decrement of \$215.5 million has been excluded from the 2019-20 Actual.
- (d) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (e) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Biodiversity Information Office.....	-	544	1,868	1,979	2,016
Botanic Gardens and Parks Authority - Venue Hire Waiver	-	(75)	-	-	-
Net Reduction in Expenditure to Offset Loss of Own Source Revenue.....	(1,557)	(690)	(1,500)	-	-
Streamlined Business Case Funding	-	70	-	-	-
Swan Canning Foreshore Protection.....	-	500	500	500	500
New Initiatives					
Commonwealth Grants - Rottnest Island Authority - National Tourism Icons.....	-	400	400	-	-
Election Commitments					
Murujuga World Heritage Listing.....	-	550	556	251	36
Plan for Our Parks	-	7,966	8,774	6,075	2,782
Plan for Our Parks - Wellington National Park.....	-	560	560	560	560

	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000
Other					
Bushfire Suppression	8,900	-	-	-	-
Commonwealth Grants - Bushfire Recovery Package	204	596	-	-	-
Funding for Executive Assistant Position Transferred to the Commissioner for Equal Opportunity	-	(102)	(103)	(105)	(106)
Gibson Desert Nature Reserve Joint Management	-	2,065	914	734	745
Government Office Accommodation Reform Program	-	(31)	(15)	(15)	(15)
Regional Workers Incentives Allowance Payments	(11)	(11)	(11)	(11)	(11)
Revision to Indexation for Non-Salary Expenses	-	-	-	-	874
Road Maintenance within State Forest 65	-	200	200	200	200
Rotttnest Island Authority					
Asset Write-off	1,700	-	-	-	-
Maintenance of Critical Infrastructure	4,500	5,893	7,397	8,601	9,806
South West Native Title Settlement	-	357	-	-	-
Yamatji Nation Indigenous Land Use Agreement	-	-	-	80	80
Yawuru Nagulagun/Roeback Bay Marine Park	-	530	530	530	530

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

Significant Issues Impacting the Agency

Government Initiatives

1. The Department will continue to implement the Plan for Our Parks initiative to secure at least a further five million hectares of new national parks, marine parks and other conservation reserves. Consultation with traditional owners, key stakeholders and interest holders will be ongoing as COVID-19 restrictions allow and the Government will continue the negotiation of Indigenous Land Use Agreements (ILUA) with native title parties, where required, to create the reserves.
2. A new Fitzroy River National Park will be created and managed jointly by the Department and Traditional Owners to protect the environment and cultural heritage of the Fitzroy River. Negotiations with the Bunuba, Gooniyandi and Yurriyangem Taam Native Title groups have been progressing well and consultation with pastoral lessees and other affected interest holders is ongoing.
3. The Department recently finalised a comprehensive review of fire related personal protective clothing and equipment (PPE) to ensure that the nearly 900 Department staff directly involved in prescribed burning and bushfire response have the best level of fire PPE available.
4. A five-year \$20 million Aboriginal Ranger Program was established in 2017. The third round of funding is being distributed in 2020 with grants awarded on a multi-year basis.
5. Round three (2020-21) of the Community Rivercare Program provided funding to seven projects to be undertaken by community volunteer groups. This follows on from the 26 projects delivered in the first two rounds of the program. Across the three funding rounds, recipient groups have used their local knowledge, experience and volunteer resources to complete restoration projects at 33 project sites throughout the Swan-Canning river system.

Joint Management and Visitor Services

6. Existing World and National Heritage listed areas will continue to be managed. In partnership with the Murujuga Aboriginal Corporation, the Department is preparing a World Heritage nomination dossier for Murujuga.
7. The Ningaloo Coast will be jointly managed between the Western Australian Government and Traditional Owners, and new reserves created, under an ILUA that was executed by the Baiyungu Traditional Owners and the State in July 2020.
8. Hotel Rotttnest will complete a significant extension in October 2020 ('Samphire Rotttnest Island') that will add 80 new rooms.
9. New private developments on Rotttnest Island, including the Discovery Rotttnest Island and Samphire resorts, will increase competitive pressure on Rotttnest Island Authority operated visitor accommodation.

10. Maintenance and renewal of marine infrastructure, especially Rottnest Island's jetties, to preserve visitor safety and enhance operational efficiency is a priority.
11. Increasing Rottnest Island drinking water production and renewal, and replacement of the water distribution network is a high priority to meet growing demand and avoid constraints on future development.
12. The reliability and capability of the Rottnest Island Authority's online booking system for accommodation and other visitor services is of paramount importance in ensuring the Island's ongoing competitiveness.
13. Construction of a new café and function facilities at the Perth Zoo will significantly improve visitor amenities. The existing facilities are aged and do not meet visitor expectations. Construction is intended to start in early 2021 and be completed in twelve months.
14. A new masterplan for the Perth Zoo is in its final stages of development and approval. This masterplan will guide improvements to visitor facilities and animal exhibits on the Zoo site over the next 20 years, establishing clear priorities for staging of development.
15. An important showcase for the State's biodiversity conservation activities, the Zoo will maintain its native species breed-for-release and head-starting programs, and increase opportunities to share the stories of this important work with the Western Australian community.
16. Kings Park and Botanic Garden, and Bold Park are maintained to a high standard and are activated in ways that connect community, conserve flora and celebrate identity. Upgrades to Fraser Avenue up-lights, cafés and playgrounds, and new performance infrastructure for the Exhibition Ground will enhance the amenity and create new opportunities for recreation, tourism and learning experiences at Perth's most visited attraction.
17. The Botanic Gardens and Parks Authority will finalise a new Management Plan for Kings Park and Botanic Garden, and progress new visitor experiences around culture and heritage and community wellbeing.

Biodiversity Conservation and Ecosystem Management

18. Western Australia has a highly significant biodiversity that faces threats and complex challenges, requiring integrated multi-disciplinary approaches to conservation and management that are underpinned by high quality science. Cumulative impacts from bushfires during 2018 and 2019 have impacted on threatened flora and fauna, particularly on the south coast. The Department is continuing to work closely with its partners to implement recovery actions to manage impacts to flora and fauna from bushfires.
19. The Biodiversity Information Office will be established to support the Department of Water and Environmental Regulation's Environment Online initiative to improve and streamline environmental approvals. The project will lead a culture of shared expertise, common data standards, policies and incentives for data sharing, and will mobilise biodiversity data to make it promptly and routinely available to all end-users.
20. A range of threatening processes continue to impact the integrity and functioning of WA's natural ecosystems and biodiversity. The Department will, with support of industry sponsors and community groups, continue to protect fauna from invasive pests such as the European fox and feral cats through the delivery of the Western Shield wildlife recovery program. Invasive weeds and plant diseases will continue to be monitored, and management and control will focus on regional priorities and impacts to neighbouring land.
21. The State's forests will continue to be managed to conserve plants and animals, provide for a sustainable timber industry, protect old growth forests and water catchments, enable recreation and tourism activities and provide for mining and other public uses under the direction of the Forest Management Plan 2014-23. The Department will continue implementing management responses detailed in the Conservation and Parks Commission mid-term performance review of the Forest Management Plan (April 2019), including preliminary work to inform development of the next Forest Management Plan, which is due to commence in 2024.

WA Recovery Plan

22. In 2020, the Department contributed to a unified Western Australian Government response to the State of Emergency resulting from the COVID-19 pandemic. Department staff also continued to deliver a wide range of services to the Western Australian community with minimal disruptions.
23. The value of natural spaces was further highlighted as restrictions eased and campgrounds and other facilities reopened, with visitors flocking to book a site on Park Stay WA, accommodation at Rottnest Island, and visit the Zoo, Kings Park and Bold Park. The Department has implemented rent waivers and commercial licence fee waivers in 2020-21 to provide financial relief for businesses during the COVID-19 pandemic.
24. The Department is progressing with the delivery of WA Recovery Plan initiatives to assist the tourism industry as it manages the impacts of the COVID-19 pandemic and to enhance Western Australia's natural assets and world class attractions.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Community enjoyment, appreciation and understanding of attractions under the Department's care.	<ol style="list-style-type: none"> 1. Visitor Services and Public Programs Provided at Kings Park and Bold Park 2. Visitor Services and Public Programs Provided at Rottnest Island 3. Visitor Services and Public Programs Provided at Perth Zoo 4. Visitor Services and Public Programs Provided in the Swan and Canning Riverpark 5. Visitor Services and Public Programs Provided in National Parks and Other Lands and Waters
	Plants and animals are conserved and habitat, ecosystem and landscape-scale conservation utilises evidenced-based science.	<ol style="list-style-type: none"> 6. Conserving Habitats, Species and Ecological Communities 7. Research and Conservation Partnerships
	Sustainable use of forest resources.	<ol style="list-style-type: none"> 8. Implementation of the Forest Management Plan
	Lands under the Department's care are managed to protect communities, visitors and built and natural assets from bushfire damage and planned fire is used to achieve other land, forest and wildlife management objectives.	<ol style="list-style-type: none"> 9. Prescribed Burning and Fire Management 10. Bushfire Suppression

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. Visitor Services and Public Programs Provided at Kings Park and Bold Park	10,454	10,647	10,198	9,937	10,747	10,917	11,021
2. Visitor Services and Public Programs Provided at Rottnest Island	46,293	45,264	49,699	52,053	53,975	55,318	56,666
3. Visitor Services and Public Programs Provided at Perth Zoo	23,763	22,908	23,107	23,492	23,705	23,940	24,189
4. Visitor Services and Public Programs Provided in the Swan and Canning Riverpark	15,581	14,196	13,416	14,555	12,877	14,519	14,625
5. Visitor Services and Public Programs Provided in National Parks and Other Lands and Waters ^(b)	93,230	100,445	96,044	115,299	106,885	98,490	96,041
6. Conserving habitats, species and ecological communities	72,743	73,549	69,267	74,047	75,440	76,233	76,608
7. Research and conservation partnerships ...	24,617	33,408	23,855	31,762	31,814	31,886	31,927
8. Implementation of the Forest Management Plan	19,960	19,271	18,126	19,237	19,360	19,492	19,705
9. Prescribed Burning and Fire Management	51,688	51,078	49,548	52,411	52,990	53,367	53,941
10. Bushfire Suppression	36,550	31,383	48,835	32,468	32,841	33,316	33,823
Total Cost of Services ^(b)	394,879	402,149	402,095	425,261	420,634	417,478	418,546

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

(b) For comparative purposes, the Asset Revaluation Decrement of \$215.5 million has been excluded from the 2019-20 Actual.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Community enjoyment, appreciation and understanding of attractions under the Department's care:					
Average level of visitor satisfaction at Kings Park and Bold Park	94%	95%	n/a	95%	1
Average level of visitor satisfaction at Rottnest Island	74%	97%	n/a	75%	1
Average level of visitor satisfaction at Perth Zoo	97%	97%	n/a	97%	1
Average level of visitor satisfaction in the Swan and Canning Riverpark	83.1%	85%	90.9%	85%	
Average level of visitor satisfaction in national parks and other lands and waters	94.8%	90%	n/a	90%	1
Outcome: Plants and animals are conserved and habitat, ecosystem and landscape-scale conservation utilises evidenced-based science:					
Proportion of critically endangered and endangered taxa and ecological communities that have a recovery plan	73.2%	73.5%	73.7%	72%	
Area of land baited for introduced predators	4,110,063 ha	4,082,563 ha	3,988,246 ha	3,923,517 ha	
Outcome: Sustainable use of forest resources:					
Cumulative removal of jarrah and karri sawlogs by approved harvesting operations compared to limits in the Forest Management Plan	695,767 m ³	1,146,000 m ³	777,430 m ³	1,337,000 m ³	2
Outcome: Lands under the Department's care are managed to protect communities, visitors and built and natural assets from bushfire damage and planned fire is used to achieve other land, forest and wildlife management objectives:					
Proportion of planned Priority 1 prescribed burns achieved	48%	55%	42%	55%	3
Proportion of South West bushfires contained to less than two hectares	81%	75%	84%	75%	4

(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. In 2019-20, an exemption from reporting average level of visitor satisfaction was approved by the Under Treasurer. A representative sample was unable to be collected in 2019-20 due to the impact of the COVID-19 pandemic.
2. From 2014-15 and successive years, the target figure is a cumulative annual figure of 10% (that is, 10% through to 50% for years one through to five) of the total first and second grade jarrah and karri sawlog resource available for removal for the 10 year life of the 2014-2023 Forest Management Plan, which commenced on 1 January 2014. The annual and cumulative removals are lower than the pro-rata limits for both jarrah and karri sawlogs, reflecting market conditions for both sawlog and non-sawlog grades of timber.
3. Priority 1 prescribed burns cannot constitute more than one-third of planned prescribed burns, and providing enhanced criteria for prioritisation decisions resulted in less Priority 1 prescribed burns as a proportion of the total program in 2019-20. Conditions for prescribed burning were limited by a drier than normal spring and the impact of the COVID-19 pandemic on regional boundaries, which influenced the movement of resources across the South West to implement planned burns during autumn.
4. This indicator relates to bushfires in the South West where the Department is the initial attack agency. As in previous financial years, the 2019-20 fire season was relatively mild, and conditions were generally conducive to the success of rapid initial attack.

Services and Key Efficiency Indicators**1. Visitor Services and Public Programs Provided at Kings Park and Bold Park**

Provide facilities, experiences and programs to visitors to Kings Park and Bold Park for their enjoyment and appreciation of natural, cultural and heritage values and to strengthen community understanding and support for conservation of plants, animals and habitats.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 10,454	\$'000 10,647	\$'000 10,198	\$'000 9,937	
Less Income	5,651	6,566	5,194	4,276	1
Net Cost of Service	4,803	4,081	5,004	5,661	
Employees (Full-Time Equivalents)	41	44	42	45	
Efficiency Indicators					
Average cost per visitor at Kings Park and Bold Park	\$2.03	\$1.97	\$2.15	\$2.21	

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

Explanation of Significant Movements

(Notes)

1. The decrease in the 2020-21 Budget Target Income compared to the 2019-20 Budget is primarily due to downward revision of own source revenue forecast (nature-based education, venue hire, retail outlet sales, lease and licence arrangements, social, community and corporate bookings) due to the COVID-19 pandemic.

2. Visitor Services and Public Programs Provided at Rottnest Island

Provide facilities, experiences and programs to visitors to Rottnest Island for their enjoyment and appreciation of natural, cultural and heritage values and to strengthen community understanding and support for maintaining the built and cultural heritage of the island while conserving natural marine and terrestrial habitats.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 46,293	\$'000 45,264	\$'000 49,699	\$'000 52,053	1
Less Income	41,123	40,739	38,673	47,917	2
Net Cost of Service	5,170	4,525	11,026	4,136	3
Employees (Full-Time Equivalents)	103	106	116	106	
Efficiency Indicators					
Average cost per visitor at Rottnest Island	\$80.11	\$56.86	\$98.89	\$173.51	4

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

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2019-20 Budget to the 2020-21 Budget Target is mainly due to an increase in repairs and maintenance expenses on the Island's buildings and infrastructure, and increased operating costs (including rubbish collection and cleaning expenses).
2. The 2020-21 Budget Target Income is higher compared to the 2019-20 Budget due to additional grants from the Commonwealth for the National Tourism Icons program.
3. The increase in the 2019-20 Actual Net Cost of Service compared to the 2019-20 Budget is mainly due to higher expenditure on repairs and maintenance, expensed assets and contracted services, and lower own-sourced income due the Island closure as a result of the COVID-19 pandemic, offset by Commonwealth grant income which was not included in the 2019-20 Budget. The loss of own-source revenue was offset by an increase in the service appropriation.
4. The increase in Average Cost per Visitor at Rottnest Island from the 2019-20 Actual to the 2020-21 Budget Target is due to the significant reduction in forecast visitor numbers in 2020-21, in response to the COVID-19 pandemic

3. Visitor Services and Public Programs Provided at Perth Zoo

Provide facilities, experiences and educational programs to visitors to the Perth Zoo for their enjoyment and appreciation of natural, cultural and heritage values and to encourage positive behavioural change and community participation in the conservation of plants, animals and habitats.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 23,763	\$'000 22,908	\$'000 23,107	\$'000 23,492	
Less Income	14,648	16,045	12,399	15,386	1
Net Cost of Service	9,115	6,863	10,708	8,106	2
Employees (Full-Time Equivalents)	138	140	140	141	
Efficiency Indicators					
Average cost per visitor at Perth Zoo	\$33.04	\$34.45	\$41.80	\$33.56	1

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

Explanation of Significant Movements

(Notes)

1. The decrease in the 2019-20 Actual Income and the increase in the 2019-20 Actual Average Cost per Visitor at Perth Zoo are directly related to the decrease in visitor numbers due to the closure of Perth Zoo for ten weeks (from 25 March to 5 June 2020).
2. The increase in the 2019-20 Actual Net Cost of Service compared to the 2019-20 Budget is primarily due to lower income due the COVID-19 pandemic. The loss of own source revenue was mainly offset by an increase in the service appropriation.

4. Visitor Services and Public Programs Provided in the Swan and Canning Riverpark

Provide facilities, experiences and programs to visitors to the Swan and Canning Riverpark for their enjoyment and appreciation of natural, cultural and heritage values and to strengthen community understanding and support for conservation of plants, animals and habitats.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 15,581	\$'000 14,196	\$'000 13,416	\$'000 14,555	
Less Income	3,930	3,212	3,632	2,212	1
Net Cost of Service	11,651	10,984	9,784	12,343	
Employees (Full-Time Equivalents)	51	52	54	54	
Efficiency Indicators					
Average cost per hectare in the Swan and Canning Riverpark	\$2,128.45	\$1,938.81	\$1,832.29	\$1,987.84	

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

Explanation of Significant Movements

(Notes)

1. The 2020-21 Budget Target Income is lower than the 2019-20 Budget due to decrease in grants revenue (\$1 million) from the Burswood Park Board for Swan and Canning Riverpark projects.

5. Visitor Services and Public Programs Provided in National Parks and Other Lands and Waters

Provide facilities, experiences and programs to visitors to national parks and other lands and waters for their enjoyment and appreciation of natural, cultural and heritage values and to strengthen community understanding and support for conservation of plants and animals.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 93,230	\$'000 100,445	\$'000 96,044	\$'000 115,299	1
Less Income	33,415	31,859	32,385	29,697	
Net Cost of Service	59,815	68,586	63,659	85,602	
Employees (Full-Time Equivalents)	409	410	425	450	1
Efficiency Indicators					
Average cost per hectare in national parks and other lands and waters	\$2.95	\$3.24	\$3.04	\$3.60	1

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

Explanation of Significant Movements

(Notes)

1. The increase in the 2020-21 Budget Target Total Cost of Service, full-time equivalents and Average Cost per Hectare in National Parks and Other Lands and Waters compared to the 2019-20 Budget is mainly due to increased spending on various Plan for Our Parks initiatives, Gibson Desert Nature Reserve Joint Management and Yamatji Nation Indigenous Land Use Agreement.

6. Conserving Habitats, Species and Ecological Communities

Develop and implement programs for the conservation of biodiversity.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 72,743	\$'000 73,549	\$'000 69,267	\$'000 74,047	
Less Income	10,622	8,116	10,102	9,686	
Net Cost of Service	62,121	65,433	59,165	64,361	
Employees (Full-Time Equivalents)	467	473	466	480	
Efficiency Indicators					
Average cost per hectare of wildlife habitat	\$2.30	\$2.32	\$2.19	\$2.31	

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

7. Research and Conservation Partnerships

Work with the community, industry, Traditional Owners and other stakeholders to deliver research and conservation outcomes.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 24,617	\$'000 33,408	\$'000 23,855	\$'000 31,762	1
Less Income	16,235	29,130	16,589	22,526	1
Net Cost of Service	8,382	4,278	7,266	9,236	
Employees (Full-Time Equivalents)	102	103	105	103	
Efficiency Indicators					
Average cost per hectare of wildlife habitat	\$0.78	\$1.05	\$0.75	\$0.99	

(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 Total Cost of Service and Income are lower compared to the 2019-20 Budget mainly due to the decrease in funding received and expenditure incurred on externally funded projects.

8. Implementation of the Forest Management Plan

Manage State forests in accordance with the approved Forest Management Plan and provide services that support forest production activities.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 19,960	\$'000 19,271	\$'000 18,126	\$'000 19,237	
Less Income	8,387	6,759	6,935	6,759	
Net Cost of Service	11,573	12,512	11,191	12,478	
Employees (Full-Time Equivalents)	125	126	122	126	
Efficiency Indicators					
Average cost per hectare of forest	\$15.45	\$14.92	\$14.04	\$14.90	

(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.

9. Prescribed Burning and Fire Management

Deliver prescribed burning and fire management to protect the community and enhance natural values.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 51,688	\$'000 51,078	\$'000 49,548	\$'000 52,411	
Less Income	2,878	230	3,069	2,800	1
Net Cost of Service	48,810	50,848	46,479	49,611	
Employees (Full-Time Equivalents)	254	255	250	260	
Efficiency Indicators					
Average cost per hectare burnt	\$14.50	\$16.01	\$13.94	\$14.33	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 2020-21 Budget Target Income is higher compared to the 2019-20 Budget due to additional grants from the Department of Planning, Lands and Heritage for bushfire mitigation activities on Unallocated Crown Land and Unmanaged Reserves.
2. The 2019-20 Actual Average Cost per Hectare Burnt is lower than the 2019-20 Budget primarily due to the increase in the hectares burnt.

10. Bushfire Suppression

Suppress bushfires that threaten or occur on lands managed by the Department.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 36,550	\$'000 31,383	\$'000 48,835	\$'000 32,468	1
Less Income	4,335	2,000	6,333	4,000	2
Net Cost of Service	32,215	29,383	42,502	28,468	
Employees (Full-Time Equivalents)	119	120	153	125	3
Efficiency Indicators					
Average cost per hectare burnt	\$8.82	\$20.11	\$16.63	\$11.74	1

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

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual Total Cost of Service and the 2019-20 Actual Average Cost per Hectare Burnt are higher compared to the 2020-21 Budget Target, mainly due to a busy fire season, which included several large and prolonged bushfires. In addition, the 2020-21 Budget Target Average Cost per Hectare Burnt from bushfires has been revised since the 2019-20 Budget to reflect the recent trends of larger areas burnt in 2017-18, 2018-19 and 2019-20 Actuals.
2. The 2019-20 Actual Income is higher compared to the 2019-20 Budget mainly due to higher recoup revenues from the Department of Fire and Emergency Services and Forest Products Commission for bushfire suppression activities.
3. The full-time equivalents in 2019-20 Actual are higher compared to the 2019-20 Budget as more staff were deployed to support bushfire suppression activities.

Asset Investment Program

1. The Department will continue with ongoing investment programs at the Perth Zoo, Rottnest Island, Kings Park and in national parks and other lands and waters across the State. The total Asset Investment Program for 2020-21 is \$93.9 million. In addition to projects funded under the WA Recovery Plan, the Department's other projects include:
 - 1.1. Collie Tourism Readiness and Economic Stimulation: \$3.1 million will be spent in 2020-21 on parking and tourism facilities at the dam in Wellington National Park and for wayfinding and tourism amenities in the Collie township.
 - 1.2. Plan for Our Parks - Expansion of Wellington National Park: \$1.1 million will be spent between 2020-21 and 2022-23 on upgrading roads and providing visitor facilities such as lookouts, tracks, trails and campgrounds.
2. The Kalbarri Skywalk and National Park Tourist Infrastructure project was completed in 2019-20, including two new lookout structures overlooking the Murchison River Gorge in the Kalbarri National Park, providing a significant economic driver to the regional community.

WA Recovery Plan

3. \$76.8 million will be spent over 2020-21 to 2023-24 on enhancing key tourism attractions, visitor facilities, camp sites, trails, jetties, boardwalks and other amenities and infrastructure across the State.
4. Biodiversity Information Office: \$2.8 million will be spent over 2020-21 and 2021-22 to establish the Biodiversity Information Office's core infrastructure and digital architecture for its single database on biodiversity data, which will support the Department of Water and Environmental Regulation's assessment and compliance system.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Collie Adventure Trails	9,505	855	855	4,775	2,010	1,865	-
Election Commitment							
Collie Preston Region - Upgrades Local Roads	3,300	2,103	2,021	1,197	-	-	-
Lake Stockton	250	197	2	53	-	-	-
Koombana Park Facilities	11,404	8,984	86	2,420	-	-	-
Park Improvement							
Election Commitment - Lake Kepwari	5,166	2,684	2,267	1,732	750	-	-
New Kimberley National Parks	1,030	57	-	973	-	-	-
William Bay National Park Tourism Infrastructure	2,500	209	209	1,000	1,291	-	-
Plan for Our Parks							
Election Commitment - Preston River to Ocean and Leschenault Regional Parks (Kalgulup)	5,496	222	71	2,597	2,677	-	-
Helena and Aurora Range National Park	570	77	77	493	-	-	-
Houtman Abrolhos Islands National Park Management ...	10,000	501	501	5,000	4,499	-	-
Rottnest Island Authority - Jetty Upgrades - Fuel Jetty	3,000	291	291	2,709	-	-	-
COMPLETED WORKS							
Botanic Gardens and Parks Authority - Asset							
Replacement - 2019-20 Program	749	749	749	-	-	-	-
Conservation Land Acquisition - 2019-20 Program	4,078	4,078	4,078	-	-	-	-
Enhanced Prescribed Burning	267	267	41	-	-	-	-
Fire Related Bridge Maintenance and Replacement 2019-20 Program	1,576	1,576	1,576	-	-	-	-
Firefighting Fleet Replacement - 2019-20 Program	3,853	3,853	3,853	-	-	-	-
Park Improvement							
Gnangara Park Development 2019-20 Program	388	388	388	-	-	-	-
Kalbarri Skywalk and National Park Tourist Infrastructure	24,049	24,049	6,220	-	-	-	-
Kimberley Science and Conservation Strategy							
Kimberley National Park and Oomeday National Park (Horizontal Falls)	101	101	-	-	-	-	-
Marine Parks	398	398	50	-	-	-	-
Roebuck Bay Marine Park	590	590	295	-	-	-	-
Park Improvement - 2019-20 Program	4,248	4,248	4,248	-	-	-	-
Public Recreation and Joint Management							
Arrangements for the Ningaloo Coast	3,255	3,255	1,253	-	-	-	-
Plant and Equipment - 2019-20 Program	6,063	6,063	6,063	-	-	-	-

	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
Rottne Island Authority							
Holiday and Tourism Facilities - 2019-20 Program	4,229	4,229	4,229	-	-	-	-
Enhancing National Tourism Icons - 2019-20 Program	1,252	1,252	1,252	-	-	-	-
Tourism Road Improvement - 2019-20 Program	2,140	2,140	2,140	-	-	-	-
Zoological Parks Authority							
Animal Exhibits and Park Facilities - 2019-20 Program	2,082	2,082	2,082	-	-	-	-
Facilities and Equipment							
Computer Equipment							
2018-19 Program	100	100	27	-	-	-	-
2019-20 Program	69	69	69	-	-	-	-
Water Infrastructure Management Project	10,920	10,920	953	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Biodiversity Information Office							
2020-21 Program	1,577	-	-	1,577	-	-	-
2021-22 Program	1,250	-	-	-	1,250	-	-
WA Recovery Plan - Infrastructure Stimulus Package							
Beedelup Falls - Complete Boardwalk Replacement	50	-	-	50	-	-	-
Bells Gorge Upgrade Access Road	250	-	-	250	-	-	-
Bibbulmun Track and Munda Biddi Trail Renewal	1,195	-	-	600	595	-	-
Cape Peron, Shark Bay - Day Use Area Upgrade	100	-	-	-	100	-	-
Cape Range - 'Over the Range' Walk Trail	50	-	-	50	-	-	-
Danngu (Geikie Gorge) Day Use Area Upgrade	150	-	-	150	-	-	-
Donnelly River Boat Landing - Jetty Replacement	50	-	-	50	-	-	-
Dunn Rock Access Road Upgrade	150	-	-	150	-	-	-
Gascoyne Region Parks - Assets Refurbishment	800	-	-	750	50	-	-
Gloucester Tree - Power Supply Connection	225	-	-	225	-	-	-
Goldfields Esperance Parks - Assets Refurbishment	700	-	-	700	-	-	-
Great Southern Adventure Trails	12,780	-	-	780	2,195	4,270	5,535
Great Southern Region Parks - Assets Refurbishment	900	-	-	900	-	-	-
Gull Rock National Park - Ledge Beach Visitor							
Facilities	135	-	-	-	135	-	-
John Forrest National Park - Jane Brook Picnic Area							
Upgrade	125	-	-	125	-	-	-
Kalbarri - Access Roads Line Marking	50	-	-	50	-	-	-
Karijini National Park - Fortescue Falls Lookout							
Access Path	125	-	-	125	-	-	-
Karijini Park - Dales Campground Visitor Facilities							
Renewal	900	-	-	900	-	-	-
Kimberley Region Parks - Assets Refurbishment	1,000	-	-	720	280	-	-
Kings Park and Botanic Garden							
Playground Upgrade	500	-	-	500	-	-	-
Replacement of Up-lights	400	-	-	400	-	-	-
Stage at Exhibition Ground	150	-	-	150	-	-	-
Upgrade to Café Building	300	-	-	300	-	-	-
Mandurah Parks Wetlands Boardwalks - Replace and							
Upgrade	750	-	-	750	-	-	-
Margaret River - Rebuild the Pines Mountain Bike Trails	350	-	-	350	-	-	-
Midwest Region Parks - Assets Refurbishment	350	-	-	350	-	-	-
Monkey Mia Rejuvenation	600	-	-	400	200	-	-
Old Yanchep Road - Treat Black Spot and Upgrade	300	-	-	300	-	-	-
Parks in the Gascoyne Region - Renewal of Visitor							
Access and Facilities	1,300	-	-	700	600	-	-
Parks in the Goldfields/Esperance Region - Renewal							
of Visitor Access and Facilities	400	-	-	400	-	-	-
Parks in the Great Southern Region - Renewal of							
Walk and Cycle Trails	2,240	-	-	240	500	1,000	500
Parks in the Perth Metro Region - Visitor Access and							
Facilities Upgrades	2,450	-	-	715	1,035	700	-
Peel Region Parks - Assets Refurbishment	200	-	-	200	-	-	-
Pemberton Climbing Trees - Viewing Platforms							
Replacement	175	-	-	175	-	-	-
Penguin Island							
Jetty Deck Repairs	50	-	-	50	-	-	-
New and Improved Visitor Facilities	350	-	-	350	-	-	-
Perth Hills - Bike Trails							
Goat Farm and Kalamunda Circuit	2,000	-	-	1,000	1,000	-	-
John Forrest National Park	1,500	-	-	250	800	450	-
Perth Hills Centre Campground - Assets							
Refurbishment	25	-	-	25	-	-	-
Perth Metro Region Parks - Assets Refurbishment	750	-	-	630	120	-	-
Perth Zoo Café/Function Centre	10,200	-	-	2,600	7,550	50	-
Pilbara Region Parks - Assets Refurbishment	400	-	-	400	-	-	-

	Estimated Total Cost	Actual Expenditure to 30-6-20	2019-20 ^(a) Expenditure	2020-21 Budget Estimate	2021-22 Forward Estimate	2022-23 Forward Estimate	2023-24 Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Pinnacles Desert Discovery, Park Assets							
Refurbishment.....	225	-	-	225	-	-	-
Point Peron, Rockingham Lakes - Paths Upgrade.....	1,100	-	-	100	1,000	-	-
Porongurup National Park - Castle Rock Car Park							
Expansion	50	-	-	50	-	-	-
Rabbit Hill Day Use Area - Visitor Facilities Upgrade	125	-	-	125	-	-	-
Redgate Beach - Car Park Upgrade and Expansion	650	-	-	-	650	-	-
Rottne Island							
Water Network	20,000	-	-	1,800	6,275	8,025	3,900
Water Production	6,000	-	-	2,200	2,875	925	-
Serpentine National Park - Visitor Facilities Upgrade	150	-	-	150	-	-	-
Shark Bay World Heritage Area - Parks Improvements.....	500	-	-	500	-	-	-
Shell Beach, Shark Bay - Visitor Facilities Upgrade	400	-	-	400	-	-	-
Spring Creek Track Upgrade.....	250	-	-	250	-	-	-
State-wide - Trails Planning and Design for Mountain							
Bike Trails	40	-	-	40	-	-	-
Steep Point, Shark Bay - Access Road Realignment							
and Upgrade	100	-	-	100	-	-	-
Thundelarra Homestead, Karara Rangelands - Access							
Road Improvements.....	25	-	-	25	-	-	-
Thundelarra, Karara Rangelands - Assets							
Refurbishment.....	75	-	-	75	-	-	-
Walpole-Nornalup National Park - Coalmine Beach							
Road Reseal	475	-	-	475	-	-	-
Wellington National Park - Honeymoon Pool Deck							
Replacement.....	180	-	-	180	-	-	-
Wheatbelt Region Parks - Assets Refurbishment.....	375	-	-	375	-	-	-
Yanchep National Park							
Gloucester Lodge Asbestos Removal	500	-	-	500	-	-	-
Reseal Park Roads and Car Parks	150	-	-	150	-	-	-
Other New Works							
Botanic Gardens and Parks Authority - Asset Replacement							
2020-21 Program.....	1,000	-	-	1,000	-	-	-
2021-22 Program.....	1,000	-	-	-	1,000	-	-
2022-23 Program.....	1,000	-	-	-	-	1,000	-
2023-24 Program.....	1,000	-	-	-	-	-	1,000
Collie Tourism Readiness and Economic Stimulation							
Collie Township - Wayfinding and Tourism Amenities	600	-	-	600	-	-	-
Wellington National Park - Parking and Tourism Facilities	2,500	-	-	2,500	-	-	-
Conservation Land Acquisition							
2020-21 Program.....	380	-	-	380	-	-	-
2021-22 Program.....	400	-	-	-	400	-	-
2022-23 Program.....	420	-	-	-	-	420	-
2023-24 Program.....	420	-	-	-	-	-	420
Fire Related Bridge Maintenance and Replacement							
2020-21 Program.....	1,900	-	-	1,900	-	-	-
2021-22 Program.....	1,957	-	-	-	1,957	-	-
2022-23 Program.....	2,095	-	-	-	-	2,095	-
2023-24 Program.....	2,095	-	-	-	-	-	2,095
Firefighting Fleet Replacement							
2020-21 Program.....	2,200	-	-	2,200	-	-	-
2021-22 Program.....	2,200	-	-	-	2,200	-	-
2022-23 Program.....	2,200	-	-	-	-	2,200	-
2023-24 Program.....	2,200	-	-	-	-	-	2,200
Gnangara Park Development							
2020-21 Program.....	400	-	-	400	-	-	-
2021-22 Program.....	400	-	-	-	400	-	-
2022-23 Program.....	400	-	-	-	-	400	-
2023-24 Program.....	400	-	-	-	-	-	400
Park Improvement							
2020-21 Program.....	4,300	-	-	4,300	-	-	-
2021-22 Program.....	4,500	-	-	-	4,500	-	-
2022-23 Program.....	4,750	-	-	-	-	4,750	-
2023-24 Program.....	4,750	-	-	-	-	-	4,750
Plan for Our Parks							
Election Commitment - Expansion of Wellington							
National Park	1,110	-	-	370	370	370	-
Ningaloo Coastal Reserve	1,500	-	-	500	500	500	-
Plant and Equipment							
2020-21 Program.....	7,498	-	-	7,498	-	-	-
2021-22 Program.....	7,749	-	-	-	7,749	-	-
2022-23 Program.....	8,129	-	-	-	-	8,129	-
2023-24 Program.....	8,129	-	-	-	-	-	8,129

	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
Rottnest Island Authority							
Enhancing National Tourism Icons							
2020-21 Program	9,668	-	-	9,668	-	-	-
2021-22 Program	5,480	-	-	-	5,480	-	-
Holiday and Tourism Facilities							
2020-21 Program	4,265	-	-	4,265	-	-	-
2021-22 Program	4,265	-	-	-	4,265	-	-
2022-23 Program	4,565	-	-	-	-	4,565	-
2023-24 Program	4,865	-	-	-	-	-	4,865
Jetty Upgrades							
Barge Landing and Cargo Facilities	9,150	-	-	3,150	6,000	-	-
Main Jetty	4,000	-	-	550	950	2,500	-
Tourism Road Improvement							
2020-21 Program	1,950	-	-	1,950	-	-	-
2021-22 Program	2,050	-	-	-	2,050	-	-
2022-23 Program	2,150	-	-	-	-	2,150	-
2023-24 Program	2,150	-	-	-	-	-	2,150
Zoological Parks Authority							
Animal Exhibits and Park Facilities							
2020-21 Program	2,539	-	-	2,539	-	-	-
2021-22 Program	1,905	-	-	-	1,905	-	-
2022-23 Program	1,905	-	-	-	-	1,905	-
2023-24 Program	1,905	-	-	-	-	-	1,905
Computer Equipment							
2020-21 Program	100	-	-	100	-	-	-
2021-22 Program	100	-	-	-	100	-	-
2022-23 Program	100	-	-	-	-	100	-
2023-24 Program	100	-	-	-	-	-	100
Total Cost of Asset Investment Program	345,094	86,587	45,946	93,926	78,263	48,369	37,949
FUNDED BY							
Asset Sales			990	500	500	500	500
Capital Appropriation			6,038	34,581	32,586	21,319	15,464
Commonwealth Grants			1,302	7,807	6,055	-	-
Drawdowns from Royalties for Regions Fund			18,559	19,183	11,436	2,365	-
Drawdowns from the Holding Account			10,737	11,802	12,480	13,320	13,320
Funding Included in Department of Treasury							
Administered Item			291	3,700	6,950	2,500	-
Internal Funds and Balances			8,029	16,353	8,256	8,365	8,665
Other			-	-	-	-	-
Total Funding			45,946	93,926	78,263	48,369	37,949

(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 2019-20 Actual Total Cost of Services of \$617.6 million includes a one-off Land Revaluation Decrement of \$215.5 million, as a result of an annual valuation undertaken by the Valuer General's Office of the Department's managed lands and waters. The Total Cost of Services is estimated to increase by \$23.1 million between the 2019-20 Budget and the 2020-21 Budget Estimate, mainly due to increased spending on various Plan for Our Parks initiatives, maintenance of critical infrastructure at Rottneest Island, Gibson Desert Nature Reserve Joint Management and the Yamatji Nation Indigenous Land Use Agreement.

Income

2. Total income from State Government is estimated to increase by \$28.7 million to \$291.1 million in the 2020-21 Budget Estimate compared to the 2019-20 Budget, largely due to the additional funding provided for the above noted initiatives and compensation for loss of own source revenue due to the COVID-19 pandemic.

Statement of Financial Position

3. The 2019-20 Budget reflects the treatment of Government Office Accommodation (GOA) and periodic Government Regional Officer Housing (GROH) accommodation inter-agency leasing arrangements in accordance with AASB 16: *Leases*. Subsequent to the release of the 2019-20 Budget, it was determined that GOA and GROH inter-agency leasing arrangements were outside the scope of AASB 16 and therefore not required to be reported on the Statement of Financial Position. GOA and GROH periodic leasing arrangements are now expensed as incurred and reflected from 2019-20 Actual onwards.
4. The largest asset for the Department is land held for conservation and multiple uses, reported under property, plant and equipment. Restricted cash in specific purpose accounts funded by external parties represents the majority of the Department's cash holdings.

Statement of Cashflows

5. Purchase of non-current assets is expected to increase from \$51.7 million in the 2019-20 Budget to \$93.9 million in the 2020-21 Budget Estimate. The increase of \$42.3 million is largely the result of increased expenditure on various projects under the WA Recovery Plan, Collie Tourism Readiness and Economic Stimulation project, expansion of Wellington National Park and establishment of the Biodiversity Information Office.

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)	210,446	214,055	220,167	221,725	224,294	224,940	226,470
Grants and subsidies ^(d)	11,478	4,650	8,262	5,150	4,350	4,850	4,850
Supplies and services	95,894	100,606	101,113	115,141	107,723	102,310	100,652
Accommodation	7,351	4,392	5,008	7,680	8,431	9,165	9,870
Depreciation and amortisation	37,553	46,256	38,028	45,171	45,247	45,609	45,898
Finance and interest costs	-	1,795	284	490	518	519	584
Other expenses ^(e)	32,157	30,395	244,758	29,904	30,071	30,085	30,222
TOTAL COST OF SERVICES	394,879	402,149	617,620	425,261	420,634	417,478	418,546
Income							
Sale of goods and services	73,159	74,064	73,696	83,944	97,374	99,162	100,567
Regulatory fees and fines	1,160	1,459	12,742	586	1,455	1,455	1,455
Grants and subsidies	21,600	29,139	25,680	37,150	33,283	28,143	28,178
Other revenue	45,305	39,994	23,193	23,579	25,134	25,242	25,243
Total Income	141,224	144,656	135,311	145,259	157,246	154,002	155,443
NET COST OF SERVICES	253,655	257,493	482,309	280,002	263,388	263,476	263,103
INCOME FROM STATE GOVERNMENT							
Service appropriations	238,482	238,798	259,179	266,211	255,464	256,148	255,677
Resources received free of charge	2,226	1,526	1,793	1,591	1,591	1,591	1,591
Royalties for Regions Fund: Regional Community Services Fund	11,759	22,097	17,098	23,302	16,089	9,481	9,359
TOTAL INCOME FROM STATE GOVERNMENT	252,467	262,421	278,070	291,104	273,144	267,220	266,627
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(1,188)	4,928	(204,239)	11,102	9,756	3,744	3,524

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

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

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 1,809, 1,873 and 1,890 respectively.

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

(e) The 2019-20 Actual for other expenses includes a \$215.5 million asset revaluation decrement.

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
Aboriginal Ranger Program	1,335	-	3,017	-	-	-	-
Conservation Council of Western Australia	109	-	109	-	-	-	-
Legal Aid Commission of Western Australia	50	-	50	-	-	-	-
Local Projects Local Jobs	359	-	-	-	-	-	-
Nature Conservation Benefit	1,246	-	714	-	-	-	-
Other	242	-	175	-	-	-	-
Swan and Canning Rivers Community Rivercare	300	300	300	300	-	-	-
Swan and Canning Rivers Management	7,597	3,950	3,620	4,450	3,950	4,450	4,450
Wildlife Conservation	240	400	277	400	400	400	400
TOTAL	11,478	4,650	8,262	5,150	4,350	4,850	4,850

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	56,212	61,866	66,729	64,428	65,946	68,317	70,610
Restricted cash.....	61,703	66,093	65,538	59,049	58,818	58,878	58,749
Holding account receivables.....	10,737	11,802	11,802	11,802	13,320	13,320	1,020
Receivables.....	14,892	10,978	12,434	12,981	12,981	12,981	13,332
Other.....	5,830	10,128	8,648	8,310	8,220	7,804	7,037
Assets held for sale.....	101	-	44	44	44	44	44
Total current assets.....	149,475	160,867	165,195	156,614	159,329	161,344	150,792
NON-CURRENT ASSETS							
Holding account receivables.....	200,547	228,894	227,796	254,921	279,857	305,469	343,368
Property, plant and equipment.....	3,204,336	3,487,080	3,002,505	3,055,901	3,094,542	3,102,200	3,099,688
Receivables.....	130	131	128	128	128	128	128
Intangibles.....	1,105	1,159	1,048	724	400	76	-
Restricted cash.....	2,085	3,349	2,857	3,827	4,797	4,867	4,937
Other.....	-	2,000	2,407	1,088	386	-	-
Total non-current assets.....	3,408,203	3,722,613	3,236,741	3,316,589	3,380,110	3,412,740	3,448,121
TOTAL ASSETS.....	3,557,678	3,883,480	3,401,936	3,473,203	3,539,439	3,574,084	3,598,913
CURRENT LIABILITIES							
Employee provisions.....	38,992	38,887	44,247	44,533	44,819	45,105	45,391
Payables.....	7,421	9,074	8,365	8,912	8,912	8,912	8,912
Borrowings and leases.....	-	4,141	4,103	3,930	4,319	3,879	4,185
Other.....	23,862	22,704	33,814	31,386	31,396	31,406	31,406
Total current liabilities.....	70,275	74,806	90,529	88,761	89,446	89,302	89,894
NON-CURRENT LIABILITIES							
Employee provisions.....	8,370	8,162	8,754	8,754	8,754	8,754	8,754
Borrowings and leases.....	-	30,255	6,806	6,012	5,518	4,989	4,851
Other.....	4,136	777	9,226	9,226	9,226	9,226	9,236
Total non-current liabilities.....	12,506	39,194	24,786	23,992	23,498	22,969	22,841
TOTAL LIABILITIES.....	82,781	114,000	115,315	112,753	112,944	112,271	112,735
EQUITY							
Contributed equity.....	3,174,164	3,217,445	3,228,689	3,290,916	3,346,705	3,377,779	3,398,120
Accumulated surplus/(deficit).....	108,579	120,411	(79,353)	(68,251)	(58,495)	(54,751)	(51,227)
Reserves.....	192,154	431,624	137,285	137,785	138,285	138,785	139,285
Total equity.....	3,474,897	3,769,480	3,286,621	3,360,450	3,426,495	3,461,813	3,486,178
TOTAL LIABILITIES AND EQUITY.....	3,557,678	3,883,480	3,401,936	3,473,203	3,539,439	3,574,084	3,598,913

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

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 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	204,538	198,649	220,128	227,284	216,530	217,216	216,758
Capital appropriation	3,762	12,059	10,778	39,344	37,403	26,209	20,341
Administered equity contribution	-	1,800	1,200	3,700	6,950	2,500	-
Holding account drawdowns	10,879	10,737	10,737	11,802	12,480	13,320	13,320
Royalties for Regions Fund:							
Regional Community Services Fund	13,781	26,563	18,371	29,000	18,099	10,386	9,359
Regional Infrastructure and Headworks Fund	4,412	19,528	17,286	13,485	9,426	1,460	-
Net cash provided by State Government	237,372	269,336	278,500	324,615	300,888	271,091	259,778
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(208,841)	(214,153)	(214,414)	(221,912)	(224,478)	(225,121)	(226,651)
Grants and subsidies	(11,479)	(4,650)	(8,262)	(5,150)	(4,350)	(4,850)	(4,850)
Supplies and services	(76,972)	(86,266)	(85,659)	(101,033)	(93,742)	(88,452)	(86,869)
Accommodation	(6,936)	(4,116)	(3,742)	(7,402)	(8,152)	(8,885)	(9,590)
GST payments	(18,896)	(16,402)	(19,454)	(16,902)	(16,902)	(16,902)	(16,902)
Finance and interest costs	-	(1,795)	(284)	(490)	(518)	(519)	(584)
Other payments	(47,632)	(44,008)	(45,589)	(43,374)	(43,453)	(43,376)	(43,438)
Receipts ^(c)							
Regulatory fees and fines	1,160	1,459	23,994	586	1,455	1,455	1,455
Grants and subsidies	21,600	29,139	31,095	36,369	34,075	28,945	28,945
Sale of goods and services	72,954	75,302	64,743	85,255	98,685	100,473	101,878
GST receipts	19,083	16,405	19,540	16,905	16,905	16,905	16,905
Other receipts	41,161	39,613	24,641	23,134	24,690	24,797	24,798
Net cash from operating activities	(214,798)	(209,472)	(213,391)	(234,014)	(215,785)	(215,530)	(214,903)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(40,858)	(51,671)	(45,946)	(93,926)	(78,263)	(48,369)	(37,949)
Proceeds from sale of non-current assets	1,080	500	1,218	500	500	500	500
Net cash from investing activities	(39,778)	(51,171)	(44,728)	(93,426)	(77,763)	(47,869)	(37,449)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(6,139)	(5,257)	(4,991)	(5,083)	(5,191)	(5,192)
Net cash from financing activities	-	(6,139)	(5,257)	(4,991)	(5,083)	(5,191)	(5,192)
NET INCREASE/(DECREASE) IN CASH HELD	(17,204)	2,554	15,124	(7,816)	2,257	2,501	2,234
Cash assets at the beginning of the reporting period	137,204	130,754	120,000	135,124	127,304	129,561	132,062
Cash balance transferred out	-	-	-	(4)	-	-	-
Cash assets at the end of the reporting period	120,000	133,308	135,124	127,304	129,561	132,062	134,296

(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							
Regulatory Fees and Fines.....	-	190	719	190	190	190	190
Grants and Subsidies							
Grants and Subsidies	20,493	27,029	26,583	26,779	26,085	26,835	26,835
Sale of Goods and Services							
Sale of Goods and Services	22,562	18,094	41,589	31,873	33,239	33,239	33,239
GST Receipts							
GST Input Credits	7,040	5,827	8,476	5,827	5,827	5,827	5,827
GST Receipts on Sales	5,498	5,500	5,410	5,500	5,500	5,500	5,500
Other Receipts							
Other Receipts	31,645	29,879	17,397	14,328	14,926	15,028	15,029
Interest Received	2,109	1,988	1,099	1,988	1,988	1,988	1,988
TOTAL	89,347	88,507	101,273	86,485	87,755	88,607	88,608

- (a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.
- (b) The Botanic Gardens and Parks Authority, Rottnest Island Authority and Zoological Parks Authority 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							
Royalties							
Fauna Royalties	26	-	-	-	-	-	-
Fines							
Receipts from Regulatory Fees and Fines	49	30	63	30	30	30	30
TOTAL ADMINISTERED INCOME	75	30	63	30	30	30	30
EXPENSES							
Other							
Receipts Paid into the Consolidated Account	75	30	63	30	30	30	30
Loss on Valuation of Biological Assets ^(b)	-	-	28,762	-	-	-	-
TOTAL ADMINISTERED EXPENSES	75	30	28,825	30	30	30	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.
- (b) Native forest and sandalwood biological assets were transferred to the Department on 1 July 2019. The loss on valuation of biological assets reflects an asset revaluation decrement.

Part 11

Planning and Land Use

Introduction

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

Summary of Recurrent and Asset Investment Expenditure

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

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
National Trust of Australia (WA)		
– Total Cost of Services	6,307	7,897
– Asset Investment Program	1,426	2,085

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

Ministerial Responsibilities

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

Division 44 Planning, Lands and Heritage

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets

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

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

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

(c) As at 30 June each financial year.

Spending Changes

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

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

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

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

Significant Issues Impacting the Agency

New Aboriginal Cultural Heritage Legislation

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

Pastoral Lands Reform

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

Aboriginal Lands Trust Divestment

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

State Significant Indigenous Land Use Agreements

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

Preserving our Aboriginal Sites Grant Program

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

Fremantle Prison

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

Bushfire Mitigation and Planning

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

Land Asset Sales Program

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

Swan Valley Action Plan

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

State Planning Policy 3.6 -Infrastructure Contributions

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

WA Recovery Plan

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

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

Unlocking Barriers to Investment - Planning Reform

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

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

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

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

Outcomes and Key Effectiveness Indicators ^(a)

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

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

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators

1. Planning Services

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

- ensuring flexibility to meet the demands of a changing economy and market environments;
- maximising the use of existing infrastructure rather than incurring the costs of green fields infrastructure with its resulting impact on home affordability;
- ensuring that sufficient land is available for purchase for both residential, commercial, and industrial/employment purposes;
- controlling lot sizes and therefore the costs of infrastructure required to service each lot;
- minimising land supply delays and the attendant costs by making accurate, timely decisions on redevelopment and subdivision proposals; and
- providing resources to the Western Australian Planning Commission to enable:
 - other acquisition and management of properties reserved under Perth's Metropolitan Region Scheme for important urban roads, controlled access highways, parks and recreational reserves, special uses and major land redevelopment projects; and
 - other special planning projects undertaken within the Perth metropolitan area.

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

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

Explanation of Significant Movements

(Notes)

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

2. Land Administration Services

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

- administering Crown land to ensure that land is being utilised to its full value and potential;
- unlocking the land potential for the State;
- managing the risk of Crown land including managed and unmanaged Crown land;
- delivering primary land tenure for strategic infrastructure projects;
- ensuring that in the case of land subject to Native Title rights and interests, security of land tenure is provided by dealing with Native Title appropriately depending on the use and type of tenure proposed;
- administering the Government's Land Asset Sales Program, whereby surplus or underutilised Crown land assets are identified and prepared for sale. Sale of land enables the assets to be used for a higher and/or better use in a way that unlocks the full potential of the assets for the benefit of Western Australia; and
- supporting the Aboriginal Lands Trust, Aboriginal people, the Minister for Aboriginal Affairs, Government and key stakeholders in relation to the management of the Aboriginal Lands Trust Estate by:
 - processing of land access approvals;
 - assisting with operational management and development of land;
 - management of strategic initiatives in accordance with the Aboriginal Land Trust Strategic Plan; and
 - facilitation of the transfer of land to Aboriginal people.

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

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

Explanation of Significant Movements

(Notes)

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

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

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

3. Historical Heritage Services

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

This service aims to:

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

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

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

Explanation of Significant Movements

(Notes)

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

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

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

4. Aboriginal Heritage Management

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

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

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

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

Explanation of Significant Movements

(Notes)

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

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

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

Asset Investment Program

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

WA Recovery Plan

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

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

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

Financial Statements

Income Statement

Expenses

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

Income

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

Statement of Financial Position

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

Statement of Cashflows

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

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

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

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

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

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

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

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

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

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

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

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

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

NET APPROPRIATION DETERMINATION (a)

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

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

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

DETAILS OF ADMINISTERED TRANSACTIONS

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

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

Agency Special Purpose Account Details

DAMPIER TO BUNBURY NATURAL GAS PIPELINE CORRIDOR SPECIAL PURPOSE ACCOUNT

Account Purpose: The Dampier to Bunbury Natural Gas Pipeline Corridor Special Purpose Account provides funds for the widening of the original corridor through the purchase of land and easement over land.

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

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

Division 45 Western Australian Planning Commission

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets

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

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

Spending Changes

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

	2019-20 Actual ^(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					
Ascot Kilns Preservation Work	-	167	168	169	-
New Initiative					
Swan Valley Planning Bill 2020	-	20	35	35	35
Other					
Revision to Indexation for Non-Salary Expenses	-	-	-	-	55
Revision to Statutory Planning Fees	(1,839)	-	-	-	-

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

Significant Issues Impacting the Agency

State Design Review Panel

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

METRONET

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

Land Acquisition

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

Perth and Peel @ 3.5 million

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

Unlocking Barriers to Investment - COVID-19 Planning Reform

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

WA Recovery Plan

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

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

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

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

Outcomes and Key Effectiveness Indicators ^(a)

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

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

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators

1. Statutory Planning

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

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

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

Explanation of Significant Movements

(Notes)

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

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

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

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

2. Strategic Planning

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

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

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

Explanation of Significant Movements

(Notes)

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

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

3. Asset Management

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

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

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

Explanation of Significant Movements

(Notes)

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

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

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

Asset Investment Program

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

WA Recovery Plan

3. The Commission will spend \$7.5 million over 2020-21 to 2022-23 on the following infrastructure projects:
 - 3.1. \$5.5 million to restore the heritage-listed Ascot Kilns; and
 - 3.2. \$2 million to extend fencing at Whiteman Park to protect wildlife and flora.

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

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

WA Recovery Plan - Other Initiatives

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

Financial Statements

Income Statement

Expenses

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

Income

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

Statement of Financial Position

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

Statement of Cashflows

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

INCOME STATEMENT ^(a)
(Controlled)

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

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

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Strategic Transport Evaluation Model (STEM) ^(b)	300	300	300	300	300	300	300
TOTAL	300	300	300	300	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 Commission's contribution for the development of STEM, a land use and transport network interaction model managed by the Department of Transport.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

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

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

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

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

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

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

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

Agency Special Purpose Account Details

METROPOLITAN REGION IMPROVEMENT ACCOUNT

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

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

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

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

Division 46 **Western Australian Land Information Authority**

Part 11 **Planning and Land Use**

Appropriations, Expenses and Cash Assets

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

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

Spending Changes

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

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

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

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

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

Significant Issues Impacting the Agency

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

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

WA Recovery Plan

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Sustainable Finances: Responsible financial management and better service delivery.	The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.	1. Land Administration
	Independent valuations support Governments' collection of rates and taxes, and management of property assets.	2. Valuations
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Coordinated capture and access to the State's location information.	3. Access to Government Location Information

Service Summary

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

(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 ¹ Actual ^(b)	2020-21 Budget Target	Note
Outcome: The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land:					
The Land Titles register is updated and maintained in a timely and accurate manner:					
Simple and correct documents are registered within two working days of lodgement	84.96%	80%	81.69%	80%	
The number of adjusted Certificates of Title arising from identified errors as a percentage of the total Certificates of Title on the land titles register	0.1227%	≤1%	0.1083%	≤0.25%	
The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community:					
Completion rate of the annual topographic maintenance plan	70.72%	95%	99.44%	95%	1
Completion rate of names and addressing jobs delivered within 10 business days	88.46%	80%	92.38%	80%	2
Completion rate of property boundary related jobs within the agreed benchmarks	94.4%	98.2%	96.3%	96.2%	
Outcome: Independent valuations support Governments' collection of rates and taxes, and management of property assets:					
International standards for accuracy and uniformity of rating and taxing values are met:					
Median Ratio Test:					
Gross Rental Value.....	91.92%	>92.5%	92.17%	>92.5%	
Unimproved Value	90.67%	>92.5%	90.91%	>92.5%	
Coefficient of Dispersion:					
Gross Rental Value.....	4.21%	<7%	4.22%	<7%	
Unimproved Value	6.92%	<15%	5.68%	<15%	
Adjustments of rating and taxing values as a result of objections and appeals as a percentage of total values in force.....	0.015%	<0.2%	0.019%	<0.2%	
Outcome: Coordinated capture and access to the State's location information:					
Overall satisfaction with the capture of, access to and useability of Government Location Information.....	76%	80%	84%	80%	

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

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators

1. Land Administration

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

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

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

Explanation of Significant Movements

(Notes)

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

2. Valuations

An impartial valuations service.

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

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

Explanation of Significant Movements

(Notes)

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

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

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

3. Access to Government Location Information

Effective access to land and location information can be demonstrated by improved data capture, access and useability of location information.

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

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

Asset Investment Program

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

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

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

Financial Statements

Landgate Partial Commercialisation

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

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

Income Statement

Expenses

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

Income

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

Statement of Financial Position

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

Statement of Cashflows

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

INCOME STATEMENT ^(a)
(Controlled)

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

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

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

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

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

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

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

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

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

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

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

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

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

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

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

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

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

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

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

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

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

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

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

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

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

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

DevelopmentWA

Part 11 Planning and Land Use

Asset Investment Program

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

WA Recovery Plan

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

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

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

WA Recovery Plan - Other Initiatives

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

Division 47 **Heritage Council of Western Australia**

Part 11 **Planning and Land Use**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(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 89 Net amount appropriated to deliver services.....	1,390	1,390	1,390	1,377	1,377	1,390	1,404
Total appropriations provided to deliver services	1,390	1,390	1,390	1,377	1,377	1,390	1,404
TOTAL APPROPRIATIONS	1,390	1,390	1,390	1,377	1,377	1,390	1,404
EXPENSES							
Total Cost of Services	1,391	2,970	1,407	1,917	2,137	1,390	1,404
Net Cost of Services ^(b)	(563)	(1,110)	1,244	1,917	2,137	1,390	1,404
CASH ASSETS ^(c)	8,361	9,609	7,753	7,213	6,453	6,453	6,453

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

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

(c) As at 30 June each financial year.

Spending Changes

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

	2019-20 Actual ^(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					
Conservation Works - Parry Street Precinct.....	-	540	760	-	-
Other					
Revision to Indexation for Non-Salary Expenses	-	-	-	-	14

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

Significant Issues Impacting the Agency

Heritage Act 2018

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

Heritage Grants Program

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

WA Recovery Plan

3. The Government has an ownership interest in more than one-third of places listed in the State Register of Heritage Places. Many of these are well used, actively maintained and conserved; however, others sit idle. The management of the Heritage Works program remains a key priority for the Council as new projects to revitalise vacant Government-owned assets, including planned conservation works at the Parry Street Precinct, form part of the Government's WA Recovery Plan.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

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

(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: Conservation of cultural heritage places in Western Australia, for the benefit of present and future generations: ^(c)					
Extent to which development approvals issued for registered places are consistent with the Council's advice to decision-making authorities	99%	100%	99%	100%	
Percentage of additional private investment generated from grant-assisted conservation projects	169%	170%	48%	100%	1

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

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

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators**1. Cultural Heritage Conservation Services**

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

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

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

Explanation of Significant Movements

(Notes)

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

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

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

Financial Statements

Income Statement

Expenses

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

Income

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

Statement of Financial Position

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

Statement of Cashflows

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

INCOME STATEMENT ^(a)
(Controlled)

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

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

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

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

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

(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.....	791	463	951	951	951	951	951
Restricted cash.....	7,570	9,146	6,802	6,262	5,502	5,502	5,502
Receivables.....	21	31	1	1	1	1	1
Total current assets.....	8,382	9,640	7,754	7,214	6,454	6,454	6,454
TOTAL ASSETS	8,382	9,640	7,754	7,214	6,454	6,454	6,454
CURRENT LIABILITIES							
Payables.....	1,019	1,277	249	249	249	249	249
Other.....	4	102	-	-	-	-	-
Total current liabilities.....	1,023	1,379	249	249	249	249	249
TOTAL LIABILITIES	1,023	1,379	249	249	249	249	249
EQUITY							
Contributed equity.....	(5,282)	(5,284)	(5,282)	(5,282)	(5,282)	(5,282)	(5,282)
Accumulated surplus/(deficit).....	12,641	13,545	12,787	12,247	11,487	11,487	11,487
Total equity	7,359	8,261	7,505	6,965	6,205	6,205	6,205
TOTAL LIABILITIES AND EQUITY	8,382	9,640	7,754	7,214	6,454	6,454	6,454

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

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

STATEMENT OF CASHFLOWS (a)
(Controlled)

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

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

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

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

Part 11 **Planning and Land Use**

Appropriations, Expenses and Cash Assets

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

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

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

(c) As at 30 June each financial year.

Spending Changes

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

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

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

Significant Issues Impacting the Agency

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

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future.	<ol style="list-style-type: none"> 1. Conservation and Management of Built Heritage 2. Heritage Services to the Community

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. Conservation and Management of Built Heritage	3,710	3,986	3,829	3,938	3,954	3,977	4,014
2. Heritage Services to the Community	3,935	4,099	2,478	3,959	3,876	3,898	3,919
Total Cost of Services.....	7,645	8,085	6,307	7,897	7,830	7,875	7,933

(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: Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future:					
Percentage of planned conservation performed to enable community access to Trust places	1.6%	1.8%	2%	2%	1
Number of people accessing, engaging, attending Trust places and receiving heritage services	33,299	33,148	18,659	19,336	2

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

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

Explanation of Significant Movements

(Notes)

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

Services and Key Efficiency Indicators

1. Conservation and Management of Built Heritage

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

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

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

2. Heritage Services to the Community

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

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

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

Explanation of Significant Movements

(Notes)

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

Asset Investment Program

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

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

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

Financial Statements

Income Statement

Expenses

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

Income

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

INCOME STATEMENT ^(a) (CONTROLLED)

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

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

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

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

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

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

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

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

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

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

Part 12

Utilities

Introduction

The Utilities portfolio comprises the six State-owned electricity and water utilities, providing homes and businesses with access to safe, reliable and efficient services. The portfolio maintains the capacity and reliability of its assets, and invests in infrastructure and new and emerging technologies to support the State. It plays a central role in the economic development of the State and in improving the living standards of the community. ¹

Summary of Recurrent and Asset Investment Expenditure

Agency	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Synergy		
– Asset Investment Program	68,163	57,673
Western Power		
– Asset Investment Program	831,507	892,154
Horizon Power		
– Asset Investment Program	71,710	183,204
Water Corporation		
– Asset Investment Program	634,569	694,219
Bunbury Water Corporation		
– Asset Investment Program	12,120	15,858
Busselton Water Corporation		
– Asset Investment Program	2,535	2,886

(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.

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.

Ministerial Responsibilities

Minister	Agency	Services
Minister for Mines and Petroleum; Energy; Industrial Relations	Synergy	n/a
	Western Power	n/a
	Horizon Power	n/a
Minister for Water; Fisheries; Forestry; Innovation and ICT; Science	Water Corporation	n/a
	Bunbury Water Corporation	n/a
	Busselton Water Corporation	n/a

Synergy

Part 12

Utilities

Asset Investment Program

1. In 2020-21, Synergy will spend \$57.7 million on its Asset Investment Program, with new works to support communities through investment in renewable energy technology as part of the WA Recovery Plan, and continued investment to maintain the existing generation asset base. These investments support economic growth and jobs in the regions, where a significant portion of the existing generation asset base is located.

Generation

2. Synergy's generation portfolio is comprised of coal, gas, liquid fuel and renewable energy assets. Expenditure to maintain the capacity and reliability of these assets amounts to a total of \$27.8 million in 2020-21. Major investments include:
 - 2.1. \$12.8 million for various projects at Collie Power Station. Major works include the installation of a steam bypass system to enable the plant to reliably operate at reduced outputs and the replacement of ageing infrastructure;
 - 2.2. \$8.2 million for various projects to support safety, efficiency and environmental targets at Muja Power Station;
 - 2.3. \$4.5 million for works to improve gas turbine reliability and security of supply, with ageing unit rotors to be replaced at the Cockburn and Pinjar Gas Turbines; and
 - 2.4. \$0.8 million for the continuation of compliance works for rehabilitation and relocation of shared services at Kwinana Power Station in order to support other generation infrastructure located at the Kwinana site following the retirement of the power station.

Corporate

3. A total of \$4.3 million in 2020-21 has been allocated for the replacement and/or upgrade of information and communications technology (ICT) infrastructure associated with finance and human resources systems, as well as ongoing ICT capital expenditure requirements such as the replacement of end-of-life devices.
4. Additionally, \$7.9 million in 2020-21 has been committed to various infrastructure and system upgrades to ensure readiness for the Wholesale Electricity Market (WEM) reforms which will be implemented by October 2022.

Retail

5. Synergy will invest \$4 million in 2020-21 for Advanced Metering Infrastructure involving the activation of advanced meters and associated infrastructure upgrades.
6. A total of \$8.7 million has been allocated for investment in retail systems, enhancing existing capabilities and replacement of systems that reach end of life over the forward estimates period.

WA Recovery Plan

7. In 2020-21, Synergy will undertake investment in new renewable energy technology in Perth and the regions, including:
 - 7.1. \$3.5 million for the Community Energy Exchange pilot project to transform selected schools into smart, green virtual power plants by installing rooftop solar panel systems and commercial batteries; and
 - 7.2. \$0.7 million for the Renewable Energy for Social Housing smart energy project, which will benefit the community by installing solar panels on social housing to provide those customers, who would otherwise not be able to easily access renewable technology, the opportunity to unlock solar benefits.

	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							
Corporate							
Business Systems Replacement	73,229	50,161	7,647	4,324	4,692	6,730	7,322
Property, Plant and Equipment	13,733	4,933	2,932	800	3,000	3,000	2,000
WEM Market Readiness	12,390	264	264	7,880	3,453	730	63
Generation							
Cockburn Gas Turbine	57,762	28,870	6,322	1,648	13,272	7,100	6,872
Collie Power Station	86,578	49,801	21,946	12,813	8,665	7,450	7,849
Kwinana Power Station	42,444	41,649	14,071	760	35	-	-
Muja C and D Power Station	130,092	106,502	4,319	8,210	4,331	5,000	6,049
Other Generation Infrastructure Projects	68,522	62,561	3,538	1,450	1,500	1,500	1,511
Pinjar Gas Turbine	23,086	14,270	394	2,900	2,000	2,000	1,916
Retail							
Advanced Metering Infrastructure/Access Arrangement 4	5,872	1,877	1,877	3,995	-	-	-
System Enhancements	62,899	31,078	4,313	8,700	8,020	7,920	7,181
COMPLETED WORKS							
Generation - Other COVID-19 - Risk Mitigation Measures	540	540	540	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Retail							
Community Energy Exchange	4,000	-	-	3,480	520	-	-
Renewable Energy for Social Housing	4,713	-	-	713	1,513	1,600	887
Total Cost of Asset Investment Program	585,860	392,506	68,163	57,673	51,001	43,030	41,650
FUNDED BY							
Internal Funds and Balances			68,163	57,673	51,001	43,030	41,650
Total Funding			68,163	57,673	51,001	43,030	41,650

(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

- This expenditure is in addition to the following WA Recovery Plan initiatives that Synergy is playing a central role in:
 - delivering COVID-19 support and stimulus measures, including the Small Business and Charity Tariff Offset and one-off doubling of the Western Australian Government Energy Assistance Payment. These initiatives were funded by a \$311.5 million increase to Synergy's operating subsidy in 2019-20; and
 - the employment of additional case managers from 2020-21 onwards to support customers experiencing hardship as a result of COVID-19 resulting in an increase in Synergy's expenditure of \$1.7 million per annum from 2020-21.
- Synergy will apply the lower residential electricity price paths announced in this Budget with a net debt impact of \$156.2 million.

Western Power

Part 12 Utilities

Asset Investment Program

1. Western Power builds, maintains and operates the electricity network in the southwest of Western Australia. Electricity plays an essential role in developing the State's economy and improving the living standards of the community. Western Power's focus is to provide customers with access to a safe, reliable and efficient supply of electricity. Western Power will invest \$892 million in 2020-21 and a further \$2.5 billion across the forward estimates period.
2. Western Power's Asset Investment Program (AIP) is underpinned by its Asset Management Framework (the Framework), designed to meet the requirements of Western Power's licence obligations, good industry practice and relevant Australian standards. The Framework uses a risk-based approach to maximise the reduction in network risks for a given level of expenditure. Assets are given risk scores based on likelihood and consequence of individual asset failure, which are used to prioritise asset replacements.

State Underground Power Program

3. Under the current round of the State Underground Power Program (round six), Western Power, in partnership with the State Government and local councils, is improving customer experiences through investment in Western Australia's suburbs. Seventeen areas/suburbs in Perth will receive underground power. Around 18,000 properties will benefit from underground power in this round, with works expected to be completed by the end of 2022. The projects selected in round six are: Floreat West, Floreat North, Floreat East, Kardinya South, Alfred Cove East, Melville North, South Perth, Collier, Manning, Victoria Park West, Victoria Park East, Carlisle North, Trigg, Menora, Maylands Central, South Lake East and Shelley West.

Growth

4. Growth capital expenditure (both transmission and distribution) is historically one of the largest areas of investment for an energy network business. Western Power is committed to connecting customers and investing in infrastructure to support the State's economy, with \$221 million allocated for customer-driven and capacity expansion works in 2020-21.
5. While growth across the South West Interconnected System has slowed, there are parts of the network such as Mandurah, Bunbury and Busselton where growth is above average and localised investment in capacity is required. Western Power is focusing much of its growth-related investment in these areas, while augmenting the broader network to ensure the 1.1 million customers connected to it, and the approximately 96,000 new customers expected to connect over the next five years, have reliable electricity supply.
6. Growth capital expenditure also includes projects driven by individual customers, which tend to be driven by economic conditions and traditionally represent a significant portion of the works program. Customer-driven capital expenditure includes all work associated with connecting customer loads or generators, and relocation of assets. Projects range from small residential connections (pole to pillar), through to network extensions to cater for large industrial customers.

Safety

7. Western Power's asset safety objective for its current regulatory period is to maintain the overall safety of the network with actual safety performance not deteriorating below recent historical levels. Safety performance is heavily influenced by external factors (such as adverse weather) and therefore the aim is to manage the factors that are within Western Power's control, such as ensuring the network assets are in good condition. Western Power has adopted a risk-based approach to asset replacement and renewal, targeting the poorest condition assets and identifying the treatments that achieve the greatest risk reduction per dollar invested.

8. The safety of the community and its staff is Western Power's highest priority. Western Power will commit \$242 million in 2020-21 to continue important safety programs including:
 - 8.1. \$202 million in 2020-21 to replace more than 929 km of the highest risk overhead conductors and replacing or reinforcing around 27,000 wooden power poles; and
 - 8.2. \$10 million on bushfire management programs, focusing on mitigating safety risks in the most fire-prone areas.
9. Western Power's safety program includes investment in alternative technological solutions in place of traditional network replacement, where its network reaches end-of-life. This includes replacing overhead network assets with underground power or, ultimately, removing network assets altogether where electricity can be supplied cost-effectively via a standalone solution, with safety and improved electricity supply reliability benefits. Key investments include:
 - 9.1. Grid Transformation - \$34 million across 2020-21 and 2021-22 for the Network Renewal Undergrounding Program Pilot to replace the distribution overhead network with a new underground system in four pilot locations where assets are coming to the end of their service life, including Scarborough, Hilton, Eden Hill and St James. This program will initially benefit around 3,000 customers and provide new ways for Local Government Authorities and residents to access affordable underground power that will improve their power reliability, streetscapes and property values; and
 - 9.2. Emerging Technology - following amendments to the *Electricity Industry Act 2004* in April 2020, Western Power can now install standalone power systems in place of traditional network investment and decommission existing network assets. Western Power expects to finalise a procurement process for delivery of 100 systems in 2020-21 as part of Round 2. Western Power will also finalise commissioning of all 52 systems deployed under Round 1 by the end of 2020.

Security

10. Security covers investment in thermal management, and voltage and fault level management. This is important for the purposes of mitigating thermal overloads and addressing under fault rated equipment, voltage instability and relieving voltage constraints in the transmission network.
11. The integration of Distributed Energy Resource (DER) technologies, such as solar photovoltaic (PV) systems into the traditional electricity network represents both an opportunity and challenge for Western Power. To support the continued rise of DER and delivery of safe, reliable and efficient electricity, Western Power has prioritised \$28.5 million across 2020-21 and 2021-22 for solutions to address voltage and system security risks on the network.

Service

12. Service covers investment to ensure regulatory compliance, system reliability, asset replacement, metering, business support, information and communications technology (ICT) and building and site management (termed corporate real estate). This investment includes Western Power's advanced metering infrastructure program, including advanced meters and radio mesh telecommunications devices. The deployment includes communications infrastructure to monitor two-way flows on the electricity network, which is likely to increase as demand for solar PVs and electric vehicles continues to grow. Western Power will invest \$345 million on service-related projects in 2020-21. Key investments include:
 - 12.1. business support and ICT (\$94 million) - including investment in additional Supervisory Control and Data Acquisition (SCADA) and communications to address network risk;
 - 12.2. corporate real estate (\$71 million) - to undertake upgrades and essential works within Western Power's property and depots including \$12 million for the Pinjarra depot;
 - 12.3. metering (\$43 million) - including the installation of advanced meters;
 - 12.4. regulatory compliance (\$32 million) - with upgrades to substation security and improvements to network reliability; and
 - 12.5. reliability driven asset replacement (\$105 million) - to reduce the risks of plant asset failure and ensuring service and operability are maintained.

WA Recovery Plan

13. Western Power is working with Government to deliver key projects such as transforming the East Perth Power Station site into a vibrant waterfront community. An additional \$16.1 million over 2020-21 to 2022-23 has been allocated to the project through the WA Recovery Plan.
14. Service Connection Condition Monitoring - through the WA Recovery Plan, \$34 million over 2020-21 and 2021-22 has been allocated to the Service Connection Condition Monitoring project (reliant on the Advanced Metering Infrastructure program referenced under Service) for 180,000 meters to be retrofitted to become advanced meters, boosting the number expected to be operational on the network to close to half a million by June 2022. Advanced meters will provide Western Power with improved visibility of power flows on the network, with improved safety outcomes. If a home has an advanced meter installed, Western Power will receive an alert if there are unusual patterns in the electricity flows, which can indicate a possible fault on the service connection to a customer's property.

	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							
COVID-19 WA Recovery Plan							
Growth - East Perth Power Station ^(b)	16,900	400	400	900	12,300	3,300	-
Other Works in Progress							
Government Initiative - State Underground Power Program	331,774	154,967	28,309	56,378	39,401	40,514	40,514
Growth							
Distribution							
Capacity Expansion	319,949	214,967	9,910	40,518	14,479	24,992	24,993
Customer Access	1,707,067	1,129,867	102,287	137,257	143,936	148,003	148,004
Transmission							
Capacity Expansion	154,491	136,703	16,782	3,490	2,720	5,789	5,789
Customer Driven	390,531	288,703	114,458	38,637	20,064	21,564	21,563
Other Asset Investment - Motor Vehicle Fleet and							
Mobile Plant	80,579	30,268	16,292	17,512	16,885	7,979	7,935
Safety							
Bushfire Mitigation	99,575	71,715	2,007	9,796	12,414	2,825	2,825
Conductor Management	772,693	548,736	32,970	52,630	58,317	56,505	56,505
Connection Management	209,650	165,312	3,854	12,124	12,933	9,640	9,641
Emerging Technology	13,895	13,894	10,827	-	-	-	-
Pole Management	2,135,661	1,594,583	169,563	149,314	136,907	127,431	127,424
Security							
Thermal Management	45,972	3,055	93	4,566	12,686	12,832	12,833
Voltage and Fault Level Management	39,986	11,222	7,085	5,522	5,746	8,748	8,748
Service							
Business Support and ICT	918,871	536,092	122,010	94,197	72,660	110,981	104,941
Corporate Real Estate	328,128	168,724	48,347	70,965	61,277	13,587	13,575
Metering	362,909	169,213	35,843	43,302	47,762	48,283	54,349
Regulatory Compliance	262,356	134,910	18,869	31,769	33,193	31,242	31,242
Reliability Driven Asset Replacement	868,623	509,114	91,601	104,697	79,430	87,691	87,691
NEW WORKS							
COVID-19 WA Recovery Plan							
Safety - Service Connection Condition Monitoring	33,920	-	-	16,580	17,340	-	-
Other New Works							
Safety - Grid Transformation	134,000	-	-	2,000	32,000	50,000	50,000
Total Cost of Asset Investment Program	9,227,530	5,882,445	831,507	892,154	832,450	811,906	808,572
FUNDED BY							
Borrowings			134,428	503,193	173,073	229,485	194,326
Internal Funds and Balances			697,079	388,961	659,377	582,421	614,246
Total Funding			831,507	892,154	832,450	811,906	808,572

(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) Under the WA Recovery Plan, an additional \$16.1 million is being spent to further the outcomes of the existing East Perth Power Station project.

WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan projects included in the Asset Investment Program, Western Power will spend an additional \$1.5 million over 2020-21 and 2021-22 in operating expenditure on the Service Connection Condition Monitoring project.
2. Western Power has also engaged with customers and the community to explore ways to support the Western Australian economy through the pandemic. Support measures include:
 - 2.1. rent relief to eligible tenants for 6 months, totalling \$120,000 in support; and
 - 2.2. continued commitment to progressing underground power programs, in partnership with local government authorities.

Horizon Power

Part 12 Utilities

Asset Investment Program

1. Horizon Power will invest \$183.2 million in 2020-21 and a further \$123.5 million across the forward estimates period. This investment in regional Western Australia will continue to focus on providing safe and reliable electricity supply to regional customers and supporting jobs in regional areas.

Asset Management Plan

2. Horizon Power is forecast to invest \$70.8 million in 2020-21 and a further \$97.2 million over the forward estimates period to mitigate extreme and high risks associated with energy assets. This investment contributes towards ensuring regulatory compliance, reliability and capacity of all of Horizon Power's systems to support the safety, development and enhancement of communities throughout regional Western Australia.
3. The forecast 2020-21 investment includes several projects that were initially budgeted over the forward estimates period. These projects have been brought forward to increase regional spend and create a range of local supplier, contractor and trades opportunities.

New Projects

Distributed Energy Buy-back Scheme (DEBS) Infrastructure Upgrade

4. The new renewable export tariff, DEBS, will support the continued installation of solar photovoltaics (PV) by customers through efficient price signals and allows electricity to be exported from new battery systems, electric vehicles and renewable energy systems.
5. The Scheme encourages households to make the most of solar resources by using or storing electricity produced during the middle of the day. The Scheme will also provide greater flexibility for distributed energy resources and more value to the grid as these technologies mature. System implementation costs for Horizon Power are estimated at \$600,000 in 2020-21.

Mid West Pipeline

6. The Mid West Pipeline is owned equally by Horizon Power and AP Pipelines (WA) Pty under an unincorporated joint venture. Horizon Power will invest \$1 million in 2020-21 (its share of the capital expenditure) to connect the pipeline to Clean Energy Fuels Australia Pty Ltd's liquefied natural gas production plant in Mount Magnet to supply nearby gold mining customers.

Feasibility Studies for the Regularisation of 13 Ngaanyatjarra Lands Aboriginal Communities

7. Horizon Power will spend \$725,000 in 2020-21 to undertake feasibility studies for the regularisation of 13 Ngaanyatjarra Lands Aboriginal communities. The feasibility studies will produce a plan for the 13 Aboriginal communities to upgrade to utility standard electricity services, including clean, lower cost solar-diesel hybrid generation; safe, utility-owned and operated distribution networks; the use of prepayment billing and smart phone application.

WA Recovery Plan

Standalone Power Systems (SPS)

8. The next generation of advanced SPS are being specifically designed for Horizon Power. SPS units are being provided to selected rural customers and are offering more reliable electricity without the need to be connected to the overhead electricity network.
9. As part of the WA Recovery Plan, an investment of \$9.9 million will be made over 2020-21 and 2021-22 to support the deployment of 50 SPS across regional Western Australia. This includes four systems to be installed in the Kimberley, seven systems in the Gascoyne/Mid West, and 39 systems across the Goldfields-Esperance region.

Remote Communities Embedded Networks

10. As part of the WA Recovery Plan, \$3.8 million over 2020-21 and 2021-22 has been allocated to regularise the electricity network of 13 small Aboriginal communities across the Kimberley, Gascoyne/Mid West and Esperance regions.
11. Regularisation will transfer ownership and responsibility for the networks, which are currently largely unmanaged, to Horizon Power. This will ensure Aboriginal communities receive the same level of safe, reliable electricity service as customers in nearby towns. Several construction and ongoing jobs, including Aboriginal employment opportunities, will be created.

Energy Storage in Regional Towns

12. Horizon Power is to install \$30.8 million worth of battery energy storage systems in nine regional towns in 2020-21. This will help alleviate current limitations on rooftop solar installations and enable more customers in the regions to invest in renewable energy, lower their energy bills and decarbonise Horizon Power's service area.

Solar, Energy Storage and LED Streetlights for Derby Hospital and the Shire of Derby

13. Capital expenditure of \$4.8 million will be invested in 2020-21 for renewable energy solutions in the Shire of Derby and Derby Hospital. New rooftop solar systems will be installed across the Shire of Derby's portfolio of buildings and the Shire's conventional streetlights will be replaced with smart Light Emitting Diode (LED) streetlights.
14. Horizon Power will also work with Derby Hospital to co-design and install a large-scale solar PV and battery solution. This will significantly reduce the Hospital's annual power costs and enable more funds to be redirected into frontline services to the community.

Broome Customer Experience Centre

15. Horizon Power will spend \$1.2 million in 2020-21 to relocate its customer call centre from Melbourne to Broome. This will provide customers with the opportunity to engage with energy experts in a face-to-face fashion, discover new energy choices, cost savings solutions, and access interactive digital platforms to build their energy knowledge.

Denham Hydrogen Project

16. Horizon Power will invest \$4.7 million in the Denham Hydrogen Demonstration Plant project, which will commence in 2020-21, allowing Horizon Power to test whether hydrogen can be used to meaningfully displace the use of diesel.
17. As part of the WA Recovery Plan, Horizon Power has been allocated part of the project funding to proactively initiate testing and gain the technical understanding for integrating this technology into electricity networks and small microgrid applications.

Esperance Power Project

18. In January 2020, the State Government announced a 20-year Power Purchase Agreement for Esperance awarded to Western Australian-based business Contract Power Australia, commencing March 2022. Horizon Power will spend \$15.5 million over 2020-21 to 2021-22 for new network connection assets to connect new power facilities to the local Esperance network.
19. Esperance's future power solution will include a newly constructed, highly efficient gas power station, a battery energy storage system, two new wind turbines and central solar farm. It will reduce carbon emissions by almost 50% compared to the existing power supply arrangements and generate up to 46% of Esperance's electricity annually through a new renewables hub.

Hardship Response Infrastructure Upgrades

20. Horizon Power will invest \$740,000 in 2020-21 to assist customers to manage hardship. The initiative includes the development of a prepayment metering platform and enhancement of the Horizon Power App to assist customers to avoid or manage their way out of hardship.

	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							
Asset Management Plan							
Asset Replacement.....	151,084	84,650	10,258	39,239	11,781	13,432	1,982
Capacity.....	28,247	15,403	1,968	3,092	3,166	3,293	3,293
Knowledge and Technology Investment.....	57,174	34,117	9,681	5,551	5,684	5,911	5,911
Mobile Plant and Operational Fleet.....	41,032	25,181	1,295	3,794	3,899	4,079	4,079
Property Management.....	36,803	21,470	2,757	7,216	3,780	406	3,931
Regulatory Compliance.....	35,274	33,818	1,684	351	359	373	373
Reliability.....	51,507	44,108	8,994	1,781	1,824	1,897	1,897
Safety.....	160,705	135,017	9,407	9,804	6,332	2,966	6,586
COVID-19 WA Recovery Plan - Standalone Power Systems (b)							
Systems.....	13,502	3,582	3,582	4,882	5,038	-	-
Customer Funded Works - Other Customer Driven Works	164,573	138,758	2,961	9,046	9,263	3,753	3,753
Major Projects							
Karratha - Dampier Transmission Line Upgrade	22,520	6,887	6,887	15,615	18	-	-
Onslow Power Infrastructure Project - Power Station Upgrade	106,030	93,156	10,672	12,874	-	-	-
Remote Communities Photovoltaics.....	11,288	764	764	10,524	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Broome Customer Experience Centre.....	1,151	-	-	1,151	-	-	-
Denham Hydrogen Project.....	4,700	-	-	4,700	-	-	-
Energy Storage in Regional Towns							
Broome.....	10,300	-	-	10,300	-	-	-
Carnarvon.....	5,800	-	-	5,800	-	-	-
Exmouth.....	7,800	-	-	7,800	-	-	-
Gascoyne Junction.....	600	-	-	600	-	-	-
Marble Bar.....	1,700	-	-	1,700	-	-	-
Menzies.....	600	-	-	600	-	-	-
Wiluna.....	1,700	-	-	1,700	-	-	-
Yalgoo.....	600	-	-	600	-	-	-
Yungngora.....	1,700	-	-	1,700	-	-	-
Esperance Power Project.....	16,334	800	800	13,042	2,492	-	-
Hardship Response Infrastructure Upgrades	740	-	-	740	-	-	-
Major Projects							
Distributed Energy Buy-back Scheme Infrastructure Upgrade	600	-	-	600	-	-	-
Feasibility Studies for the Regularisation of 13 Ngaanyatjarra Lands Aboriginal Communities	725	-	-	725	-	-	-
Mid West Pipeline.....	1,011	-	-	1,011	-	-	-
Remote Communities Embedded Networks.....	3,811	-	-	1,906	1,905	-	-
Solar, Energy Storage and LED Streetlights for Derby Hospital and the Shire of Derby	4,760	-	-	4,760	-	-	-
Total Cost of Asset Investment Program	944,371	637,711	71,710	183,204	55,541	36,110	31,805
FUNDED BY							
Borrowings			45,825	170,576	46,278	32,357	28,052
Capital Appropriation.....			25,885	9,046	9,263	3,753	3,753
Other Grants and Subsidies			-	1,400	-	-	-
Total Funding.....			71,710	183,204	55,541	36,110	31,805

(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) Under the WA Recovery Plan, an additional \$9.9 million is being spent to further the outcomes of the existing Standalone Power Systems project.

WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan projects included in the Asset Investment Program, Horizon Power will spend:
 - 1.1. \$1.8 million over the forward estimates for the Broome Customer Experience Centre; and
 - 1.2. \$0.5 million in 2020-21 on solar, energy storage and LED streetlights for Derby Hospital and Shire of Derby.
2. The following are additional WA Recovery Plan initiatives that Horizon Power is playing a central role in:
 - 2.1. delivering COVID-19 support and stimulus measures, including the Small Business and Charity Tariff Offset and the one-off doubling of the WA Government Energy Assistance Payment. These initiatives were funded by a \$15.9 million increase to Horizon Power's operating subsidy in 2019-20 and 2020-21; and
 - 2.2. the employment of additional case managers from 2020-21 onwards to support customers experiencing hardship as a result of COVID-19 resulting in an increase in Horizon Power's expenditure of \$0.2 million per annum from 2020-21.
3. Horizon Power will apply the lower residential electricity price paths announced in this Budget with a net debt impact of \$9.9 million.

Water Corporation

Part 12 Utilities

Asset Investment Program

1. In 2020-21, \$708.5 million has been committed to asset investment projects across the State. These projects will improve the Corporation's services and continue to ensure its customers have access to reliable, high quality water and wastewater services.

Expenditure in the Metropolitan Area

2. A total of \$277.5 million has been committed in 2020-21 to projects across the metropolitan area that ensure an ongoing supply of drinking water and the development of adequate facilities for the collection and treatment of the community's wastewater.
3. In 2020-21, \$158.7 million has been committed to water network and supply projects, including \$10 million towards finalising the expansion of the Groundwater Replenishment Scheme. This investment will provide greater certainty for Perth's Integrated Water Supply Scheme, as it continues to be impacted by the effects of climate change. On completion, the expansion will increase the capacity of the Scheme to 28 billion litres per year. The project has an estimated total value of \$305.1 million.
4. Other features of the metropolitan program include \$97.1 million in 2020-21 on wastewater treatment projects in both the northern and southern corridors, including:
 - 4.1. \$5.6 million to upgrade the Woodman Point Wastewater Treatment Plant to service areas south of the river and north of Kwinana. The upgrade will increase the capacity of the plant from 120 million litres per day to 180 million litres per day to cater for growth in these catchments. The project has an estimated total value of \$146.3 million; and
 - 4.2. \$6.7 million to upgrade the Woodman Point to Point Peron Treated Wastewater Main. The project will duplicate a section of the pipeline in the City of Rockingham and increase the capacity of the Transition Tower to accommodate inflow from the Point Peron Wastewater Treatment Plant. The project has an estimated total value of \$23.3 million.

Expenditure in the Regions

5. Regional Western Australia will continue to benefit from the development and upgrading of water and wastewater infrastructure, with \$260.9 million committed in 2020-21 to a number of projects across the regions.
6. A total of \$186 million has been committed in 2020-21 on water projects, including:
 - 6.1. \$11.3 million on water quality improvements in the Murchison region including installation of water treatment facilities in Cue, Meekatharra, Mount Magnet and Sandstone to improve the water quality in each town. The project has an estimated total value of \$24.2 million;
 - 6.2. \$18.1 million towards building new water storage tanks in Merredin and Karratha. The projects include construction of new 20 to 42 million litre water storage tanks and associated pipework. The project has an estimated total value of \$39.9 million; and
 - 6.3. \$18.6 million on improvements to water supply for Denmark. The project will connect Denmark to the Lower Great Southern Water Supply Scheme and includes the construction of a 42 km connecting pipeline to provide security of supply in the changing climate. The project has an estimated total value of \$25 million.
7. A total of \$33.5 million will be spent in 2020-21 on wastewater projects, including:
 - 7.1. \$4.2 million to upgrade the Collie and Kemerton Wastewater Treatment Plants. The upgrade will improve the treatment of wastewater and efficient operation of the plant. The projects have an estimated total value of \$11.7 million; and
 - 7.2. \$2.1 million to upgrade the York Wastewater Treatment Plant. The project will increase the treatment and disposal capacity of the wastewater treatment plant. The project has an estimated total value of \$6.4 million.

8. Additionally, \$12 million has been committed in 2020-21 for the Essential and Municipal Services Upgrade Program for Aboriginal communities in Mowanjum, Bayulu and Bidyadanga.

WA Recovery Plan

9. The Western Australian Government has unveiled a multibillion-dollar recovery plan to drive economic, social recovery, and create local jobs. The WA Recovery Plan, via the Corporation, includes investment in major water and wastewater infrastructure upgrades to improve services across regional Western Australia. It will deliver short and long-term jobs supporting and strengthening existing industries, as well as laying the foundation for future jobs.
10. The Corporation will invest \$4.2 million in 2020-21 to deliver more reliable and improved water and wastewater services to remote Aboriginal communities. The communities that have been identified to participate in the program include Ardyaloon, Djarindjin, Lombadina and Beagle Bay. The project has an estimated total value of \$38.9 million.
11. The Corporation will invest \$0.5 million in 2020-21 to reinstate irrigation of public open space for the Shire of Broome. The project will deliver a new irrigation scheme for the Shire's 43.5 hectares of green space. The project has an estimated total value of \$9.1 million.
12. The Corporation will invest \$0.2 million in 2020-21 for the construction of a lined evaporation pond and an infiltration pond at the Coral Bay Wastewater Treatment Plant. The project will increase the disposal capacity of the wastewater treatment plant to cater for the expansion of the Coral Bay Caravan Park. The project has an estimated total value of \$1.5 million.
13. Additionally, \$3 million has been committed in 2020-21 to meet the Government's election commitment towards the METRONET pipe relocation at the Albany Highway, Kelvin and Olga Roads intersection.

	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							
Metropolitan							
Drainage							
Capacity	70,410	13,527	9,451	14,946	3,894	3,964	4,079
Renewals	44,055	5,148	2,566	3,738	1,695	2,428	1,046
Wastewater							
Network Capacity	702,142	68,441	34,245	29,741	61,620	69,902	52,438
Network Renewals	274,500	52,661	29,704	27,051	17,392	14,389	13,007
Treatment Capacity	630,779	92,341	31,650	24,850	58,562	81,101	73,925
Treatment Renewals	178,162	20,522	10,797	15,440	7,301	7,609	19,290
Water Network							
Capacity	543,907	89,669	45,548	51,176	38,514	43,697	44,851
Renewals	376,287	86,324	47,646	43,258	39,119	17,578	34,008
Water Supply							
Capacity	606,906	207,406	72,057	41,458	51,159	32,563	34,320
Renewals	295,136	44,481	23,610	22,815	9,329	34,311	34,200
Regional							
Election Commitment - Essential and Municipal							
Services Upgrade Program	23,282	700	700	12,000	2,631	2,947	5,004
Drainage Capacity	61,323	2,857	1,582	21,878	5,077	557	954
Drainage Renewals	73,766	9,615	5,607	2,601	6,452	3,756	9,342
Irrigation	93,642	18,442	12,006	1,056	3,635	4,721	5,788
Wastewater Network							
Capacity	192,858	35,951	17,980	5,284	14,497	6,081	11,045
Renewals	158,969	22,387	15,563	9,214	9,847	14,411	13,110
Wastewater Treatment							
Capacity	327,630	47,665	21,637	15,810	37,056	24,192	22,907
Renewals	48,214	4,849	2,930	3,194	1,621	2,592	5,958
Water Network							
Capacity	273,125	37,997	18,002	25,095	25,084	17,770	17,179
Renewals	479,065	55,277	31,988	57,870	40,754	23,147	32,017
Water Supply							
Capacity	860,195	84,393	49,058	93,314	95,826	84,503	52,159
Renewals	98,398	10,251	4,470	8,640	2,480	4,187	12,840
Service							
Business Support Costs	903,471	143,862	82,399	90,801	78,949	84,424	85,435
Capital Support Costs	336,365	55,873	29,123	27,306	27,843	28,392	28,951
Corporate Real Estate	230,191	39,486	13,607	16,705	18,000	18,000	18,000
Operational Information and Control	294,600	42,441	20,643	21,078	27,081	27,000	27,000

	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							
Coral Bay Wastewater Treatment Plant Evaporation							
Pond Relining	1,470	-	-	150	1,320	-	-
Election Commitment - Olga Road - Albany Highway and Kelvin Road Intersection (Pipe Relocation)	5,500	-	-	3,000	2,500	-	-
Irrigation of Public Open Space in Broome	9,133	-	-	550	3,000	5,583	-
Remote Aboriginal Communities Accelerated Works	38,900	-	-	4,200	10,300	11,800	12,600
Total Cost of Asset Investment Program ^(b)	8,232,381	1,292,566	634,569	694,219	702,538	671,605	671,453
FUNDED BY							
Borrowings			28,466	18,354	16,146	18,825	12,600
Internal Funds and Balances			606,103	675,865	686,392	652,780	658,853
Total Funding			634,569	694,219	702,538	671,605	671,453

(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) Capitalised interest is not included in the table. For 2020-21, the total Asset Investment Program including capitalised interest is \$708.5 million.

WA Recovery Plan - Other Initiatives

- In addition to the WA Recovery Plan projects included in the Asset Investment Program, the Corporation will spend an additional \$1.5 million on the Water-Efficient Public Schools program through targeted intervention in 50 to 100 public schools across the Perth metropolitan area and regional Western Australia to reduce scheme water demand.
- Further, the Corporation has also engaged with customers and the community to explore ways to support the Western Australian economy through the pandemic. Support measures include:
 - freezing its water-related charges for residential customers until 1 July 2021, and no increase in wastewater and drainage bills as a result of the revaluation of gross rental values. This has a total cost of \$183.1 million;
 - rent relief to eligible commercial tenants for six months, totalling \$0.5 million in support;
 - wastewater service charges relief for business customers for the period of 1 May to 31 August 2020. Charges from four to 200 fixtures will be waived for all businesses that are eligible for JobKeeper payments, totalling \$5.5 million in support;
 - water charges relief for regional businesses affected by COVID-19 through delay to increase to non-residential water charges across 10 regional schemes, totalling \$1.4 million in support; and
 - penalty interest charges relief on deferred bill payments for residential customers experiencing COVID-19 related financial hardship, totalling \$4 million in support.

Bunbury Water Corporation

Part 12

Utilities

Asset Investment Program

- Bunbury Water Corporation's (Aqwest) Asset Investment Program totals \$25.6 million across the forward estimates period and is a continuance of Aqwest's long-term plan to deliver quality community services by developing and maintaining infrastructure to meet the water supply needs of the City of Bunbury.
- The total investment in the City over the Budget and forward estimates period includes:
 - \$4.1 million to replace ageing water mains; and
 - \$6.5 million to refurbish and maintain existing reservoir and water treatment plant infrastructure.

WA Recovery Plan

- Aqwest will invest \$11.9 million under the WA Recovery Plan for the Bunbury Water Resource Recovery Scheme. The Scheme will provide recycled water for use on major infrastructure projects and irrigation of public open spaces, reducing the impact on groundwater sources.

	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							
Fleet, Information and Communications Technology and Other - 2019-20 Program.....	440	440	440	-	-	-	-
Works							
Mains - 2019-20 Program.....	1,191	1,191	1,191	-	-	-	-
Reservoirs							
2018-19 Program.....	174	174	-	-	-	-	-
2019-20 Program.....	138	138	138	-	-	-	-
Services - 2019-20 Program.....	17	17	17	-	-	-	-
Treatment Plants							
2018-19 Program.....	1,253	1,253	-	-	-	-	-
2019-20 Program.....	670	670	670	-	-	-	-
Glen Iris Water Treatment Plant.....	13,598	13,598	9,664	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Water Resource Recovery Scheme	11,900	-	-	11,900	-	-	-
Other New Works							
Fleet, Information and Communications Technology and Other							
2020-21 Program.....	415	-	-	415	-	-	-
2021-22 Program.....	404	-	-	-	404	-	-
2022-23 Program.....	437	-	-	-	-	437	-
2023-24 Program.....	1,356	-	-	-	-	-	1,356
Works							
Mains							
2020-21 Program.....	1,052	-	-	1,052	-	-	-
2021-22 Program.....	869	-	-	-	869	-	-
2022-23 Program.....	1,021	-	-	-	-	1,021	-
2023-24 Program.....	1,123	-	-	-	-	-	1,123
Reservoirs							
2020-21 Program.....	900	-	-	900	-	-	-
2021-22 Program.....	500	-	-	-	500	-	-
2022-23 Program.....	500	-	-	-	-	500	-
2023-24 Program.....	715	-	-	-	-	-	715
Services							
2020-21 Program.....	128	-	-	128	-	-	-
2021-22 Program.....	118	-	-	-	118	-	-
2022-23 Program.....	121	-	-	-	-	121	-
2023-24 Program.....	123	-	-	-	-	-	123

	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
Treatment Plants							
2020-21 Program	1,463	-	-	1,463	-	-	-
2021-22 Program	859	-	-	-	859	-	-
2022-23 Program	413	-	-	-	-	413	-
2023-24 Program	1,135	-	-	-	-	-	1,135
Total Cost of Asset Investment Program	43,033	17,481	12,120	15,858	2,750	2,492	4,452
FUNDED BY							
Internal Funds and Balances			12,120	15,858	2,750	2,492	4,452
Total Funding			12,120	15,858	2,750	2,492	4,452

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

WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan project included in the Asset Investment Program, Aqwest has supported customers through the COVID-19 pandemic by freezing water-related charges for residential customers until 1 July 2021. This has a total cost of \$1 million.

Busselton Water Corporation

Part 12

Utilities

Asset Investment Program

1. The Corporation's Asset Investment Program (AIP) is investing in the Busselton region, with \$2.9 million allocated in 2020-21, followed by an additional \$11.9 million to 2023-24.
2. The AIP includes:
 - 2.1. \$1.7 million to upgrade operational building facilities to function within a more sustainable environment;
 - 2.2. \$1.1 million on the implementation of new information and communications technology (ICT) solutions;
 - 2.3. \$1.3 million on new water supply connections and delivery of an ongoing meter replacement program;
 - 2.4. \$1.7 million on the upgrade of water mains and services; and
 - 2.5. \$8.4 million for planned asset replacement and infrastructure upgrades at various water treatment plants.

	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, Land and Land Improvements - 2019-20 Program.....	113	113	113	-	-	-	-
New Connections and Meters - 2019-20 Program	347	347	347	-	-	-	-
New Mains and Services - 2019-20 Program	839	839	839	-	-	-	-
Plant, Mobile and Other Purchases - 2019-20 Program.....	141	141	141	-	-	-	-
Treatment Plants - 2019-20 Program	1,095	1,095	1,095	-	-	-	-
NEW WORKS							
Building, Land and Land Improvements							
2020-21 Program	20	-	-	20	-	-	-
2021-22 Program	221	-	-	-	221	-	-
2022-23 Program	983	-	-	-	-	983	-
2023-24 Program	452	-	-	-	-	-	452
ICT							
2020-21 Program	100	-	-	100	-	-	-
2021-22 Program	200	-	-	-	200	-	-
2022-23 Program	398	-	-	-	-	398	-
2023-24 Program	395	-	-	-	-	-	395
New Connections and Meters							
2020-21 Program	320	-	-	320	-	-	-
2021-22 Program	318	-	-	-	318	-	-
2022-23 Program	253	-	-	-	-	253	-
2023-24 Program	400	-	-	-	-	-	400
New Mains and Services							
2020-21 Program	641	-	-	641	-	-	-
2021-22 Program	351	-	-	-	351	-	-
2022-23 Program	264	-	-	-	-	264	-
2023-24 Program	458	-	-	-	-	-	458
Plant, Mobile and Other Purchases							
2020-21 Program	58	-	-	58	-	-	-
2021-22 Program	133	-	-	-	133	-	-
2022-23 Program	261	-	-	-	-	261	-
2023-24 Program	148	-	-	-	-	-	148

	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
Treatment Plants							
2020-21 Program.....	1,747	-	-	1,747	-	-	-
2021-22 Program.....	1,667	-	-	-	1,667	-	-
2022-23 Program.....	2,239	-	-	-	-	2,239	-
2023-24 Program.....	2,772	-	-	-	-	-	2,772
Total Cost of Asset Investment Program	17,334	2,535	2,535	2,886	2,890	4,398	4,625
FUNDED BY							
Internal Funds and Balances.....			2,535	2,886	2,890	4,398	4,625
Total Funding.....			2,535	2,886	2,890	4,398	4,625

(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. The Corporation has supported its customers through the pandemic by freezing its water-related charges for residential customers until 1 July 2021. This has a total cost of \$0.7 million.

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