

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.

Summary of Recurrent and Asset Investment Expenditure

Agency	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Planning, Lands and Heritage		
– Total Cost of Services	188,398	208,016
– Asset Investment Program	5,545	8,536
Western Australian Planning Commission		
– Total Cost of Services	62,101	79,039
– Asset Investment Program	93,559	184,327
Western Australian Land Information Authority		
– Total Cost of Services	109,143	120,720
– Asset Investment Program	6,758	12,691
DevelopmentWA		
– Asset Investment Program	256,979	402,233
Heritage Council of Western Australia		
– Total Cost of Services	1,800	2,953
National Trust of Australia (WA)		
– Total Cost of Services	6,244	6,203
– Asset Investment Program	2,085	700

Ministerial Responsibilities

Minister	Agency	Services
Minister for Transport; Planning; Ports	Planning, Lands and Heritage	1. Planning Services
Minister for Finance; Lands; Sport and Recreation; Citizenship and Multicultural Interests	Planning, Lands and Heritage	2. Land Administration Services
Minister for Tourism; Culture and the Arts; Heritage	Planning, Lands and Heritage	3. Historical Heritage Services 4. Aboriginal Heritage Management
Minister for Finance; Lands; Sport and Recreation; Citizenship and Multicultural Interests	Western Australian Land Information Authority	1. Land Titling 2. Valuations 3. Land Information and Services 4. Access to Government Location Information
	DevelopmentWA	n/a
Minister for Transport; Planning; Ports	Western Australian Planning Commission	1. Statutory Planning 2. Strategic Planning 3. Asset Management
Minister for Tourism; Culture and the Arts; Heritage	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

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 85 Net amount appropriated to deliver services	90,044	114,730	114,559	105,455	100,512	95,460	93,686
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	399	401	401	404	407	410	414
Total appropriations provided to deliver services	90,443	115,131	114,960	105,859	100,919	95,870	94,100
CAPITAL							
Item 147 Capital Appropriation	3,495	9,891	7,852	2,373	2,156	2,160	2,165
TOTAL APPROPRIATIONS	93,938	125,022	122,812	108,232	103,075	98,030	96,265
EXPENSES							
Total Cost of Services	177,576	200,507	188,398	208,016	195,418	180,152	174,444
Net Cost of Services ^{(a) (b)}	167,356	192,641	178,141	194,913	180,915	165,642	159,926
CASH ASSETS ^(c)	47,538	31,201	54,852	34,201	29,553	28,604	27,496

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget may have increased the Net Cost of Services compared to previously published Budgets.

(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 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Election Commitment					
Mirrabooka Bushlands/Bush Forever Feasibility Study	-	100	-	-	-
New Initiatives					
Aboriginal Cultural Heritage Bill.....	-	250	-	-	-
Action Plan for Planning Reform - Phase Two	-	1,300	618	476	479
Facilitation of Key Government Projects.....	-	2,151	1,200	800	500
Fremantle Prison Master Plan Business Case	250	-	-	-	-
METRONET Precincts - High Wycombe and Redcliffe Stations	-	3,096	8,284	-	-
Plan for Our Parks.....	-	74	-	-	-
Whole-of-Government Regulatory Approvals	185	2,662	2,781	2,201	2,275
Ongoing Initiatives					
Coastal Erosion Hotspots (CoastWA)	-	3,298	2,979	2,569	2,449
Resolution of Native Title in the South West of Western Australia (Settlement)	-	1,580	4,563	3,356	2,836

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Other					
2021-22 Streamlined Budget Process Incentive Funding.....	-	911	-	-	-
Design Review of Significant Developments - Planning and Development Act 2005 (Part 17).....	320	160	-	-	-
State Design Review Panel.....	-	760	766	772	778
Subdivision Planning Application Processing Expenditure.....	2,305	-	-	-	-
Transfer of Local Jobs Grant Budget to Heritage Council of Western Australia.....	-	(60)	(60)	(60)	(60)

Significant Issues Impacting the Agency

New Aboriginal Cultural Heritage Legislation

1. The Department is working closely with the Department of the Premier and Cabinet to progress the Aboriginal Cultural Heritage Bill 2021, which establishes a modern approach to protecting Aboriginal cultural heritage in Western Australia that will reset the relationship between land users and Traditional Owners and transform how Aboriginal cultural heritage is identified, managed and conserved. The new legislation will replace the *Aboriginal Heritage Act 1972* to provide modern legislation that presents a transformative, contemporary and respectful vision for the management of Aboriginal cultural heritage in Western Australia.

Aboriginal Lands Trust Divestment

2. In 2021-22, the Government will continue to facilitate the transfer of Aboriginal Lands Trust land and infrastructure assets to Aboriginal custodians. This will foster increased economic opportunities which are critical to the sustainability of Aboriginal communities in regional and remote Western Australia and includes projects in the Kimberley, Pilbara and Wheatbelt regions.

State Significant Indigenous Land Use Agreements

3. The Department is working closely with the Department of the Premier and Cabinet on multiple State significant Indigenous Land Use Agreements (ILUA) including the South West Native Title Settlement, Yamatji Nation ILUA, and Kariyarra and State ILUA. The agreements aim to resolve Native Title matters and provide Aboriginal people with long-term benefits and opportunities for economic, social and cultural outcomes.

Preserving our Aboriginal Sites Grant Program

4. The Department supports the protection and preservation of registered Aboriginal sites, including protected areas, through the Aboriginal Sites Grant Program.

Fremantle Prison

5. The Department manages, conserves and operates the World Heritage listed Fremantle Prison to ensure the economic sustainability of this important historic tourism asset. The Department is progressing conservation works at the Fremantle Prison, including works at the Parade Ground site and Main Cell Block.

Bushfire Mitigation and Planning

6. The Department is supporting 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. The Department, through the Bushfire Mitigation Activity Fund, will continue to treat priority bushfire and other risks on unallocated Crown land, unmanaged Crown reserves and Crown reserves under the care of eligible local government authorities.

Swan Valley Planning Review - Implementation Program

7. The *Swan Valley Planning Act 2020* (the Act) received Royal Assent on 9 December 2020 and will replace the former *Swan Valley Planning Act 1995*. The Act delivers on the Government's election commitment to guide new development within the Swan Valley while retaining its unique character. In 2021-22, the Department will continue to implement other initiatives of the Swan Valley Action Plan and the Swan Valley planning regulations, to support the recently gazetted Swan Valley Planning Scheme No. 1.

Carbon Farming on Crown Land

8. The Department is supporting opportunities offered by carbon farming on the Crown land estate. These projects support the State's efforts to mitigate climate change.

COVID-19 Response

9. The Department is committed to the ongoing delivery of key measures to support the State's economic recovery from COVID-19 including:
 - 9.1. maintenance and infrastructure upgrades in remote Aboriginal communities;
 - 9.2. conservation works at Fremantle Prison and Roebourne Gaol;
 - 9.3. conservation works at Parry Street Precinct (on behalf of the Heritage Council of Western Australia);
 - 9.4. conservation works at Ascot Kilns (on behalf of the Western Australian Planning Commission); and
 - 9.5. continued support to the management of the Aboriginal Lands Trust estate and to cover costs relating to the first stage of an Economic Transformation Project in Bidyadanga.

Planning Reform

10. The Department, along with the Western Australian Planning Commission, is committed to the continued implementation of the Action Plan for Planning Reform to support economic recovery from COVID-19.

Perth City Deal

11. The Department is assisting in the implementation of a number of Perth City Deal projects including:
 - 11.1. development of inner-city campuses for Edith Cowan, Murdoch and Curtin Universities to improve vibrancy in the city centre and stimulate the retail economy;
 - 11.2. redevelopment of the Perth Concert Hall to increase arts and culture offerings and contribute to Perth's arts and tourism sectors; and
 - 11.3. community engagement and preliminary design work for an Aboriginal Cultural Centre to celebrate Western Australia's rich Aboriginal culture and history.

Heritage Assessment and Registration

12. The Heritage Council of Western Australia has requested the Department focus on the assessment and registration of several iconic heritage places that tell the story of Western Australia.

CoastWA

13. The Government has approved an expansion of the Western Australian Planning Commission's coastal planning and management program, which will be delivered in partnership with the Department of Transport. The Department, on behalf of the Western Australian Planning Commission, will implement a strategic response to the growing impact of coastal hazards over five years from 2021-22. As a result, the coast of Western Australia will be planned for, managed and protected from the impacts of coastal hazards to ensure sustainable land use and development on the coast for the long term.

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 Department's services, the desired outcomes and the relevant Government Goal. 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
Growing Our Communities: Protecting our environment with thriving suburbs and 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	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Planning Services.....	97,160	97,512	98,066	105,731	107,046	97,664	98,244
2. Land Administration Services.....	58,525	78,595	66,076	76,249	66,041	61,242	54,753
3. Historical Heritage Services.....	13,412	14,525	15,222	15,483	13,170	12,912	13,022
4. Aboriginal Heritage Management.....	8,479	9,875	9,034	10,553	9,161	8,334	8,425
Total Cost of Services.....	177,576	200,507	188,398	208,016	195,418	180,152	174,444

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 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%	88%	85%	
Percentage of finalised appeals (excluding Development Assessment Panels) that are not upheld on review by the State Administrative Tribunal.....	96%	95%	95%	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).....	71%	60%	81%	85%	1
Percentage of Development Assessment Panel applications determined within the statutory timeframe.....	65%	75%	76%	75%	
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.....	16	10	14	10	2
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%	93%	98%	95%	
Percentage of statutory approvals delivered to the Aboriginal Cultural Material Committee within set timeframes.....	93%	90%	68%	90%	3
Percentage of development / planning referrals processed within set timeframes.....	96%	90%	94%	90%	
Percentage of nominations progressed to preliminary review within set timeframes.....	90%	90%	92%	90%	

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

Explanation of Significant Movements

(Notes)

1. The variance between the 2020-21 Budget and the 2020-21 Estimated Actual is due to continued efforts by the Department to better manage local planning scheme amendments within the statutory timeframe, or within a longer period when extended timeframes are approved by the Minister for Planning.
2. The variance between the 2020-21 Budget and the 2020-21 Estimated Actual is due to the finalisation of divestment processes commenced in the previous year. Ongoing engagement with Native Title holders, leaseholders and other Aboriginal stakeholders over the last few years allowed the Department to exceed the target of 10, with 14 properties approved for divestment or leasing in 2020-21. These properties are located across four regions: East Kimberley, West Kimberley, Goldfields and the Gascoyne.
3. The variance between the 2020-21 Budget and the 2020-21 Estimated Actual is mainly due to items tabled in February 2021 instead of January 2021 as there was no January meeting, and the delay of the June 2021 meeting on two occasions due to the unavailability of committee members.

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 of Growing Our Communities by:

- ensuring flexibility to meet the demands of a changing economy and market environments;
- maximising the use of existing infrastructure;
- ensuring that sufficient land is available for purchase for 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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 97,160	\$'000 97,512	\$'000 98,066	\$'000 105,731	
Less Income ^(a)	2,383	2,420	2,420	2,389	
Net Cost of Service	94,777	95,092	95,646	103,342	
Employees (Full-Time Equivalents)	461	481	488	492	
Efficiency Indicators					
Average cost of planning services	\$18,698.58	\$18,674.97	\$13,378.30	\$16,224.85	1

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. The Average cost of planning services has decreased between the 2020-21 Budget and the 2020-21 Estimated Actual due to a higher number of planning services delivered in 2020-21. The increase in volume has been driven by the Commonwealth Government's HomeBuilder Grant and the State's Building Bonus as part of the COVID-19 response. The increase in the 2021-22 Budget Target relative to the 2020-21 Estimated Actual is due to the forecast number of services returning to normalised levels following conclusion of the COVID-19 response measures noted above.

2. Land Administration Services

Land Administration Services contributes to the Government's goal of Growing Our Communities 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 land access approvals;
 - assisting with operational management and development of land;
 - managing strategic initiatives in accordance with the Aboriginal Land Trust Strategic Plan; and
 - facilitating the transfer of land to the Aboriginal people.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 58,525	\$'000 78,595	\$'000 66,076	\$'000 76,249	1
Less Income ^(a)	4,455	4,567	4,524	8,177	2
Net Cost of Service	54,070	74,028	61,552	68,072	
Employees (Full-Time Equivalents)	220	246	242	273	3
Efficiency Indicators					
Average cost per square kilometre to administer Crown land and Aboriginal Lands Trust Estate.....	\$21.05	\$25.54	\$24.21	\$27.91	4

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service between the 2020-21 Budget and the 2020-21 Estimated Actual is largely due to the deferral of expenditure for various projects, including the Remote Aboriginal Communities - Economic Transformation (\$4 million), South West Native Title Settlement and Yamatji Nation ILUA (\$2.6 million), Wittenoom Townsite Closure (\$2.8 million) and the Northampton Lead Tailings Project (\$2.2 million). The increase in the Total Cost of Service between the 2020-21 Estimated Actual and the 2021-22 Budget Target is primarily due to an increase in expenditure relative to 2020-21 to deliver the South West Native Title Settlement and Yamatji Nation ILUA (\$5.9 million) and the deferral of expenditure from 2020-21 to 2021-22 for the Wittenoom Townsite Closure (\$2.8 million).
2. The increase in Income between the 2020-21 Estimated Actual and the 2021-22 Budget Target can mainly be attributed to the final phase of pastoral lease rent increases resulting from the last review in 2019.
3. The increase in Employees between the 2020-21 Estimated Actual and the 2021-22 Budget Target is due to an increase in full-time equivalents to meet growing demand for land use management actions and to implement the South West Native Title Settlement.
4. The increase in Average cost per square kilometre to administer Crown land and the Aboriginal Lands Trust Estate between the 2020-21 Estimated Actual and the 2021-22 Budget Target is due to an increase in expenditure 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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 13,412	\$'000 14,525	\$'000 15,222	\$'000 15,483	
Less Income ^(a)	3,332	799	3,233	2,457	1
Net Cost of Service	10,080	13,726	11,989	13,026	
Employees (Full-Time Equivalents)	60	62	61	62	
Efficiency Indicators					
Average cost of historical heritage services	\$4,434.86	\$5,128.10	\$5,430.01	\$5,620.66	
Average cost per visitor to Fremantle Prison	\$47.62	\$73.56	\$74.69	\$76.03	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. The increase in Income between the 2020-21 Budget and the 2020-21 Estimated Actual is largely due to the once-off receipt of funding from the Commonwealth Government for conservation works at Fremantle Prison (\$1.6 million). Whilst revenue collected at the Fremantle Prison from ticketing and sales continued to be low due to COVID-19 restrictions and the 2020-21 Budget was decreased accordingly, an improvement of \$0.8 million in revenue collected during 2020-21 has further contributed towards the variance. Revenue projections at the Fremantle Prison in the 2021-22 Budget Target are expected to remain impacted by COVID-19 related restrictions.

4. Aboriginal Heritage Management

The Aboriginal Heritage Management contributes to the Government's goal of Growing Our Communities by:

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	8,479	9,875	9,034	10,553	1
Less Income ^(a)	50	80	80	80	
Net Cost of Service	8,429	9,795	8,954	10,473	
Employees (Full-Time Equivalents)	43	49	50	58	2
Efficiency Indicators					
Average cost of Aboriginal Heritage Management services	\$4,142.46	\$4,007.01	\$3,466.19	\$3,339.86	3

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service between the 2020-21 Budget and 2020-21 Estimated Actual is largely due to the delays in expenditure relating to the heritage components of the South West Native Title Settlement and Yamatji Nation ILUA (\$0.9 million). The increase in the Total Cost of Service between the 2020-21 Estimated Actual and the 2021-22 Budget Target is largely due to the increase in expenditure to deliver the heritage components of the South West Native Title Settlement and Yamatji Nation ILUA (\$1.1 million) and to meet growing demand for Aboriginal heritage related applications (\$0.6 million).
2. The increase in Employees between the 2020-21 Estimated Actual and the 2021-22 Budget Target is required to support the work identified in Note 1 above.
3. The Average cost of Aboriginal Heritage Management services has reduced between the 2020-21 Budget and 2020-21 Estimated Actual due to delays in expenditure relating to the South West Native Title Settlement and Yamatji Nation ILUA. The 2021-22 Budget Target is lower relative to the 2020-21 Budget mainly due to an estimated increase in Aboriginal Heritage Management services volumes in 2021-22, thereby bringing the per unit cost down.

Asset Investment Program

1. The Department's Asset Investment Program (AIP) for 2021-22 is \$8.5 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. The Asset Replacement 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. 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.
 - 2.3. The 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.

COVID-19 Response

3. The Department will complete the system upgrade to support the State Development Assessment pathway, implemented as part of the amendments to the *Planning and Development Act 2005*.
4. Funding has been allocated to assist in conservation works at the Fremantle Prison.
5. Funding for the Roebourne Gaol Conservation will be spent on the fit-out and conservation of the gaoler's quarters.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-21 \$'000	2020-21 Estimated Expenditure \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
WORKS IN PROGRESS							
COVID-19 Response							
Amendments to the Planning and Development Act 2005....	500	104	104	396	-	-	-
Fremantle Prison Priority Conservation	1,454	744	744	710	-	-	-
Other Works in Progress							
Accommodation Refurbishment and Sustainability							
Initiatives.....	7,073	4,644	120	823	389	399	399
Fremantle Prison Priority Conservation	4,547	2,390	583	2,157	-	-	-
ICT Projects							
Asset Replacement - ICT.....	19,182	17,037	278	777	341	231	231
ICT Infrastructure.....	32,909	24,532	231	2,577	1,100	1,200	1,200
Strata Titles (and Community) Reform Implementation....	600	84	35	516	-	-	-
COMPLETED WORKS							
Acquisition of Belmont Squash Centre	2,000	2,000	2,000	-	-	-	-
Asset Acquisition of State Significance	1,450	1,450	1,450	-	-	-	-
NEW WORKS							
COVID-19 Response							
Roebourne Gaol Conservation	580	-	-	580	-	-	-
Total Cost of Asset Investment Program	70,295	52,985	5,545	8,536	1,830	1,830	1,830
FUNDED BY							
Capital Appropriation.....			7,482	2,047	1,830	1,830	1,830
Drawdowns from the Holding Account			562	-	-	-	-
Internal Funds and Balances.....			(2,499)	6,489	-	-	-
Total Funding.....			5,545	8,536	1,830	1,830	1,830

Financial Statements

Income Statement

Expenses

1. The increase in Total Cost of Services of \$19.6 million between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate is mainly due to delays in program expenditure together with additional expenditure for various programs such as the Yamatji Nation ILUA implementation (\$5.1 million), Remote Aboriginal Communities - Economic Transformation Project (\$4.2 million), Coastal Erosion Hotspots (CoastWA) program (\$3.3 million), the METRONET Precincts - High Wycombe and Redcliffe Stations (\$3.1 million), South West Native Title Settlement (\$1.8 million) and additional resources to meet growing demand for land use management actions and to assist with Aboriginal heritage-related applications (\$2.5 million).

Income

2. The increased Total Income between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate of \$2.8 million can mainly be attributed to the final phase of pastoral lease rent increases resulting from the last review in 2019, and a slight forecast improvement in Fremantle Prison revenue in 2021-22 relative to 2020-21. The 2021-22 Fremantle Prison revenue still reflects subdued levels as visitor numbers continue to be adversely affected by COVID-19 restrictions.

Statement of Financial Position

3. The \$21.1 million decrease in Cash Assets from the 2020-21 Estimated Actual to the 2021-22 Budget Estimate is mainly due to the deferral of budgeted payments from 2020-21 to 2021-22.

Statement of Cashflows

4. The decrease in Net cash from operating activities of \$16.8 million between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate is mainly due to increased expenditure of \$19.6 million offset by a corresponding increase in revenue of \$2.8 million as detailed in the Income Statement commentary above.

INCOME STATEMENT (a)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits (b)	93,991	97,407	96,872	101,401	97,358	95,053	96,488
Grants and subsidies (c)	11,641	14,440	12,279	16,634	14,043	12,125	6,432
Supplies and services	37,510	53,623	45,401	63,106	54,904	44,833	43,639
Accommodation	11,413	10,242	10,136	10,337	10,451	10,463	10,579
Depreciation and amortisation	4,046	4,923	4,883	4,837	4,830	4,829	4,828
Finance and interest costs	16	45	20	29	32	28	22
Other expenses	18,959	19,827	18,807	11,672	13,800	12,821	12,456
TOTAL COST OF SERVICES	177,576	200,507	188,398	208,016	195,418	180,152	174,444
Income							
Sale of goods and services	3,618	755	1,589	2,380	3,772	3,772	3,772
Regulatory fees and fines	2,019	2,665	2,665	2,717	2,717	2,717	2,717
Grants and subsidies	746	300	1,857	126	126	126	126
Other revenue	3,837	4,146	4,146	7,880	7,888	7,895	7,903
Total Income	10,220	7,866	10,257	13,103	14,503	14,510	14,518
NET COST OF SERVICES (d)	167,356	192,641	178,141	194,913	180,915	165,642	159,926
INCOME FROM STATE GOVERNMENT							
Service appropriations	90,443	115,131	114,960	105,859	100,919	95,870	94,100
Resources received free of charge	9,824	11,245	11,245	11,245	11,245	11,245	11,245
Royalties for Regions Fund:							
Regional Community Services Fund	6,486	4,489	4,489	5,942	5,842	5,842	2,092
Regional Infrastructure and Headworks Fund	-	300	-	300	-	-	-
Other revenues	45,191	46,843	51,663	56,311	57,647	51,122	50,767
TOTAL INCOME FROM STATE GOVERNMENT	151,944	178,008	182,357	179,657	175,653	164,079	158,204
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(15,412)	(14,633)	4,216	(15,256)	(5,262)	(1,563)	(1,722)

- (a) Full audited financial statements are published in the Department's Annual Report.
- (b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 784, 841 and 885 respectively.
- (c) Refer to the Details of Controlled Grants and Subsidies table below for further information.
- (d) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have moved all revenue received from Government out of the calculation of Net Cost of Services and into Income from State Government. This may have increased the Net Cost of Services compared to previously published Budgets.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Aboriginal Heritage Grants	248	250	250	250	250	250	250
Aboriginal Lands Trust Estate	2,997	3,390	3,390	3,538	3,567	2,064	2,064
Anketell Port and Strategic Industrial Area							
Compensation for Lands Acquisition	52	1,818	1,818	1,818	1,818	1,818	-
Bushfire Risk Management Planning	5,383	3,750	3,750	3,750	3,750	3,750	-
Coastal Erosion Hotspots (CoastWA)	566	952	716	3,413	3,088	2,673	2,548
Cossack Townsite	189	120	120	120	120	120	120
Finalising Closure of Wittenoom Townsite.....	-	1,325	-	1,325	-	-	-
Fire Risk Management Contribution	500	450	450	450	450	450	450
Kariyarra Indigenous Land Use Agreement.....	-	100	100	100	-	-	-
Local Government and Tourism	-	60	60	-	-	-	-
Management of Araluen Botanic Park.....	1,050	1,000	1,000	1,000	1,000	1,000	1,000
METRONET Precincts - High Wycombe and Redcliffe Stations.....	-	-	-	300	-	-	-
Mirrabooka Bushland/Bush Forever (Feasibility)	-	-	-	100	-	-	-
Other	337	125	125	-	-	-	-
Planning and Transport Research Centre.....	220	-	-	-	-	-	-
Restoration of Heritage Assets.....	-	1,100	500	470	-	-	-
Shire of York Earthquake Mitigation	99	-	-	-	-	-	-
TOTAL	11,641	14,440	12,279	16,634	14,043	12,125	6,432

STATEMENT OF FINANCIAL POSITION (a)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	41,918	26,669	50,320	29,269	24,221	23,272	22,164
Restricted cash.....	4,365	3,032	3,032	3,032	3,032	3,032	3,032
Holding account receivables.....	562	562	562	-	-	-	-
Receivables.....	6,105	6,113	6,112	6,100	6,088	6,088	6,088
Other.....	2,118	2,118	2,118	2,118	2,118	2,118	2,118
Total current assets.....	55,068	38,494	62,144	40,519	35,459	34,510	33,402
NON-CURRENT ASSETS							
Holding account receivables.....	36,176	41,032	40,992	46,391	51,701	57,010	62,318
Property, plant and equipment.....	335,674	340,172	332,751	340,248	338,455	336,549	333,894
Intangibles.....	5,467	5,798	5,798	2,341	1,384	427	427
Restricted cash.....	1,255	1,500	1,500	1,900	2,300	2,300	2,300
Total non-current assets.....	378,572	388,502	381,041	390,880	393,840	396,286	398,939
TOTAL ASSETS.....	433,640	426,996	443,185	431,399	429,299	430,796	432,341
CURRENT LIABILITIES							
Employee provisions.....	18,827	19,264	19,433	20,515	21,597	22,680	23,763
Payables.....	69	69	69	69	69	69	69
Borrowings and leases.....	319	319	293	317	301	315	260
Other.....	4,267	4,436	4,247	4,247	4,247	4,258	4,269
Total current liabilities.....	23,482	24,088	24,042	25,148	26,214	27,322	28,361
NON-CURRENT LIABILITIES							
Employee provisions.....	3,445	3,940	3,940	3,940	3,940	3,940	3,940
Borrowings and leases.....	900	1,057	484	475	416	209	270
Total non-current liabilities.....	4,345	4,997	4,424	4,415	4,356	4,149	4,210
TOTAL LIABILITIES.....	27,827	29,085	28,466	29,563	30,570	31,471	32,571
EQUITY							
Contributed equity.....	228,118	234,847	232,808	235,181	237,337	239,497	241,662
Accumulated surplus/(deficit).....	(20,013)	(34,643)	(15,797)	(31,053)	(36,315)	(37,878)	(39,600)
Reserves.....	197,708	197,707	197,708	197,708	197,707	197,706	197,708
Total equity.....	405,813	397,911	414,719	401,836	398,729	399,325	399,770
TOTAL LIABILITIES AND EQUITY.....	433,640	426,996	443,185	431,399	429,299	430,796	432,341

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

STATEMENT OF CASHFLOWS (a) (b)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	84,736	109,713	109,582	101,022	95,609	90,561	88,792
Capital appropriation.....	3,495	9,891	7,852	2,373	2,156	2,160	2,165
Holding account drawdowns.....	562	562	562	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund.....	6,486	4,489	4,489	5,942	5,842	5,842	2,092
Regional Infrastructure and Headworks Fund	-	300	-	300	-	-	-
Other.....	44,223	46,843	51,663	56,311	57,647	51,122	50,767
Net cash provided by State Government	139,502	171,798	174,148	165,948	161,254	149,685	143,816
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(90,822)	(96,379)	(95,844)	(100,373)	(96,330)	(94,025)	(95,460)
Grants and subsidies	(11,663)	(14,440)	(12,279)	(16,634)	(14,043)	(12,125)	(6,432)
Supplies and services.....	(29,846)	(42,959)	(34,737)	(52,441)	(44,239)	(34,168)	(32,974)
Accommodation.....	(11,413)	(9,644)	(9,538)	(9,740)	(9,854)	(9,866)	(9,982)
GST payments.....	(6,353)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)
Finance and interest costs.....	(16)	(45)	(20)	(29)	(32)	(28)	(22)
Other payments.....	(17,985)	(19,779)	(18,759)	(11,624)	(13,752)	(12,773)	(12,408)
Receipts (c)							
Regulatory fees and fines.....	2,019	2,665	2,665	2,717	2,717	2,717	2,717
Grants and subsidies.....	746	300	1,857	126	126	126	126
Sale of goods and services.....	3,618	1,608	2,442	3,233	4,625	4,625	4,625
GST receipts.....	7,123	6,233	6,233	6,233	6,233	6,233	6,233
Other receipts.....	4,153	3,301	3,301	7,035	7,043	7,050	7,058
Net cash from operating activities.....	(150,439)	(175,379)	(160,919)	(177,737)	(163,746)	(148,474)	(142,759)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(3,504)	(12,347)	(5,545)	(8,536)	(1,830)	(1,830)	(1,830)
Net cash from investing activities	(3,504)	(12,347)	(5,545)	(8,536)	(1,830)	(1,830)	(1,830)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(413)	(409)	(370)	(326)	(326)	(330)	(335)
Net cash from financing activities	(413)	(409)	(370)	(326)	(326)	(330)	(335)
NET INCREASE/(DECREASE) IN CASH HELD.....	(14,854)	(16,337)	7,314	(20,651)	(4,648)	(949)	(1,108)
Cash assets at the beginning of the reporting period	63,122	47,538	47,538	54,852	34,201	29,553	28,604
Net cash transferred to/from other agencies	(730)	-	-	-	-	-	-
Cash assets at the end of the reporting period	47,538	31,201	54,852	34,201	29,553	28,604	27,496

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

(b) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* implemented since the 2020-21 Budget have reclassified revenue received from Government from the Cashflows from Operating Activities category to the Cashflows from State Government category. This may have changed the Net cash provided by State Government and Net cash from operating activities compared to previously published Budgets.

(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

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Regulatory Fees and Fines							
Development Application Panel Fees	1,480	1,585	1,585	1,599	1,599	1,599	1,599
Regulatory Fees and Fines.....	539	1,080	1,080	1,118	1,118	1,118	1,118
Grants and Subsidies							
Grants and Subsidies	2,217	300	1,857	1,001	5,591	126	126
Sale of Goods and Services							
Sale of Goods and Services	3,618	1,908	2,742	3,533	4,925	4,925	4,925
Service Delivery Agreement							
Receipts from Service Delivery Agreement ...	42,701	45,780	50,526	50,336	48,889	48,365	48,301
GST Receipts							
GST Receipts	7,123	6,233	6,233	6,233	6,233	6,233	6,233
Other Receipts							
Other Receipts.....	868	787	1,210	5,152	3,353	2,824	2,541
Pastoral Leases.....	3,336	3,277	2,928	6,683	6,683	6,683	6,683
TOTAL	61,882	60,950	68,161	75,655	78,391	71,873	71,526

DETAILS OF ADMINISTERED TRANSACTIONS

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
INCOME							
Other							
Administered Grants and Transfer							
Payments	243	8,763	8,763	-	-	-	-
Net Assets Transferred in	185,214	10,644	92,767	19,550	-	-	-
Other Revenue.....	1,738	1,569	6,950	1,569	1,569	1,569	1,569
Rent Revenue.....	20,612	16,891	16,891	18,609	18,609	18,609	18,609
Sale of Land.....	8,601	31,275	31,275	33,000	24,000	23,000	15,000
TOTAL ADMINISTERED INCOME	216,408	69,142	156,646	72,728	44,178	43,178	35,178
EXPENSES							
Other							
Employee Expenses	436	965	965	965	965	965	965
Net Assets Transferred Out	52,437	3,013	89,076	19,550	-	-	-
Other Expenses	44,388	13,362	15,774	4,844	4,356	4,356	4,356
Payments to Consolidated Account	31,482	46,294	46,294	49,737	40,737	39,737	31,737
Revaluation Decrement.....	3,906	-	-	-	-	-	-
TOTAL ADMINISTERED EXPENSES	132,649	63,634	152,109	75,096	46,058	45,058	37,058

Agency Special Purpose Account Details

DAMPIER TO BUNBURY NATURAL GAS PIPELINE CORRIDOR SPECIAL PURPOSE ACCOUNT

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.

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	25,282	25,765	25,765	23,567
Receipts:				
Other	1,678	1,556	1,556	1,556
	26,960	27,321	27,321	25,123
Payments	1,195	5,809	3,754	3,754
CLOSING BALANCE.....	25,765	21,512	23,567	21,369

Division 45 Western Australian Planning Commission

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 86 Net amount appropriated to deliver services	5,904	28,350	5,850	25,259	11,468	10,577	10,222
Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959							
	87,706	86,769	84,744	83,897	83,880	84,462	85,896
Total appropriations provided to deliver services	93,610	115,119	90,594	109,156	95,348	95,039	96,118
CAPITAL							
Item 148 Capital Appropriation	5,400	5,400	5,400	5,400	5,400	5,400	5,400
TOTAL APPROPRIATIONS	99,010	120,519	95,994	114,556	100,748	100,439	101,518
EXPENSES							
Total Cost of Services	126,297	50,579	62,101	79,039	56,272	55,212	54,857
Net Cost of Services ^{(a) (b)}	102,218	27,255	34,031	53,968	32,385	31,325	30,970
CASH ASSETS ^(c)	449,210	392,350	461,746	392,107	391,154	423,517	457,314

- (a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget may have increased the Net Cost of Services compared to previously published Budgets.
- (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 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
New Initiatives					
Action Plan for Planning Reform - Phase Two	-	1,300	618	476	479
Facilitation of Key Government Projects	-	2,151	1,200	800	500
Public Infrastructure Initiative	-	11,900	-	-	-
Ongoing Initiative					
Coastal Erosion Hotspots (CoastWA)	-	3,298	2,979	2,569	2,449
Other					
2021-22 Tariffs, Fees and Charges	-	58	58	58	58
Land Acquisition Compensation Payments	5,944	7,793	-	-	-
Recognition of Significant Development Assessment Fees - Planning and Development Act 2005 (Part 17)	2,441	1,184	-	-	-
State Design Review Panel	-	760	766	772	778
Subdivision Planning Application Processing Expenditure	2,305	-	-	-	-

Significant Issues Impacting the Agency

State Design Review Panel

1. The State Design Review Panel, chaired by the Government Architect, continues to assist decision-makers and proponents with advice on major and strategic projects, including providing advice to projects being assessed through the Significant Development Assessment pathway. Collaboration across disciplines, particularly by architects and planners, has been a feature of review sessions and brought a comprehensive skillset to the complex challenges of the built environment.

METRONET

2. The Department of Planning, Lands and Heritage (DPLH), 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.

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 transport infrastructure.

COVID-19 Response

4. DPLH, on behalf of the Commission, will continue to 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 businesses, including:
 - 4.1. implementation of the Action Plan for Planning Reform;
 - 4.2. delivery of infrastructure stimulus projects including the restoration of the heritage-listed Ascot Kilns;
 - 4.3. public infrastructure works, with scope for the construction of roads, public works and community infrastructure;
 - 4.4. provision of planning advice to assist the delivery and implementation of measures being led across the State; and
 - 4.5. continuing to undertake a key statutory planning and decision-making role through the Commission's statutory boards and committees.

Coastal Erosion Hotspots (CoastWA)

5. The Government has approved an expansion of the Commission's existing coastal planning and management program, which will be delivered in partnership with the Department of Transport. DPLH, on behalf of the Commission, will implement a strategic response to the growing impacts of coastal hazards over five years from 2021-22. As a result, the coast of Western Australia will be planned for, managed and protected from the impacts of coastal hazards to ensure sustainable land use and development on the coast for the long term.

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 Commission's services, the desired outcomes and the relevant Government Goal. 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
Growing Our Communities: Protecting our environment with thriving suburbs and 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	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Statutory Planning	15,764	17,860	22,606	20,432	19,317	19,181	19,190
2. Strategic Planning	5,328	7,218	7,218	25,288	11,397	10,587	10,167
3. Asset Management.....	105,205	25,501	32,277	33,319	25,558	25,444	25,500
Total Cost of Services.....	126,297	50,579	62,101	79,039	56,272	55,212	54,857

Outcomes and Key Effectiveness Indicators (a)

	2019-20	2020-21	2020-21	2021-22	Note
	Actual	Budget	Estimated Actual	Budget Target	
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.....	44%	45%	45%	45%	
800 metres.....	35%	36%	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%	66%	67%	
The percentage of subdivision applications determined within the statutory timeframe.....	88%	80%	84%	85%	
The percentage of development applications determined within the statutory timeframe.....	81%	70%	72%	85%	1
Vacancy rate of residential properties available for rent.....	4%	5%	2%	5%	
Vacancy rate of commercial properties available for rent.....	7%	5%	9%	5%	

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

Explanation of Significant Movements

(Notes)

1. The 2021-22 Budget Target has been increased to 85% as compared to 2020-21 Budget of 70% to reflect the average 81% achieved in 2018-19 and 2019-20 and continued effort by the Commission to improve the management of applications within the statutory timeframes. The lower percentage in 2020-21 Estimated Actual as compared to the 2019-20 Actual is due to resources redirected towards the processing of increased subdivision applications received during the 2020-21 year.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 15,764	\$'000 17,860	\$'000 22,606	\$'000 20,432	1
Less Income ^(a)	11,508	13,348	18,094	14,590	1
Net Cost of Service	4,256	4,512	4,512	5,842	
Efficiency Indicators					
Average cost per statutory application	\$3,494	\$3,942	\$3,409	\$3,667	2

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. DPLH 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 to the Department within the Total Cost of Service.

The COVID-19 Response measures, including the State Government's Building Bonus, the Commonwealth Government's HomeBuilder grant, and the implementation of the temporary Significant Development Assessment pathway, resulted in an increased number of statutory planning applications and income collected from associated fees (\$4.7 million) in the 2020-21 Estimated Actual as compared to the 2020-21 Budget. By extension, expenditure incurred by the Commission for the transfer of these funds to DPLH resulted in an increase in Total Cost of Service between the 2020-21 Budget and the 2020-21 Estimated Actual.

The decrease in income and expenditure between the 2020-21 Estimated Actual and the 2021-22 Budget Target reflects the anticipated normalisation of statutory planning applications in 2021-22 following conclusion of the stimulus measures noted above.

2. The lower Average cost per statutory application between the 2020-21 Budget and the 2020-21 Estimated Actual is due to an increase in the number of statutory planning applications during the financial year.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 5,328	\$'000 7,218	\$'000 7,218	\$'000 25,288	1
Less <i>Income</i> ^(a)	nil	nil	nil	nil	
Net Cost of Service	5,328	7,218	7,218	25,288	
Efficiency Indicators					
Average cost per strategic project	\$303,031	\$449,583	\$449,583	\$1,058,105	1

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

- The increase between the 2020-21 Estimated Actual and 2021-22 Budget Target is due to additional funding provided to facilitate public infrastructure works, key strategic Government projects, including the Perth City Deal and various market-led proposals, and expanding the coastal planning and management program through CoastWA.

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 and improvement plans and major land development projects.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	105,205	25,501	32,277	33,319	1
Less Income ^(a)	12,571	9,976	9,976	10,481	2
Net Cost of Service	92,634	15,525	22,301	22,838	
Efficiency Indicators					
Average cost of service for the management of Whiteman Park per hectare managed.....	\$2,520	\$2,565	\$2,565	\$2,450	
Average cost of service for the management of residential and commercial properties per property	\$20,632	\$18,874	\$19,116	\$19,626	3
Average cost of service for the management of reserved land (excluding Whiteman Park and residential and commercial properties) per hectare managed.....	\$566	\$419	\$424	\$429	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual of \$105.2 million included a revaluation decrement of \$47.3 million and impairment losses on land owned of \$27.3 million. The decrement and impairment losses are attributed to changes in land use 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 2021-22 Budget Target.

The increase between the 2020-21 Budget and the 2020-21 Estimated Actual is due to additional expenditure of \$5.9 million to support compensation payments related to the metropolitan land acquisition program and \$832,000 relating to properties demolished and written-off due to safety concerns.

2. The decrease between the 2019-20 Actual and the 2020-21 Estimated Actual is mainly due to lower gains on the sale of surplus assets held by the Commission. Rent relief provided to small businesses and not-for-profit organisations as part of the Government's COVID-19 Response have also contributed to this variance.
3. The decrease in the Average cost of service for the management of residential and commercial properties per property from the 2019-20 Actual to the 2020-21 Estimated Actual is due to lower property rental management and maintenance costs.

Asset Investment Program

1. The Commission's 2021-22 Asset Investment Program (AIP) of \$184.3 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 transport infrastructure.
2. The cost of the AIP over the Budget and forward estimates period is \$356.4 million.

COVID-19 Response

3. The Commission will spend \$6.3 million over 2021-22 and 2022-23 to restore the heritage-listed Ascot Kilns.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-21 \$'000	2020-21 Estimated Expenditure \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
WORKS IN PROGRESS							
COVID-19 Response							
Ascot Kilns Preservation Works	6,349	76	76	638	5,635	-	-
Other Works in Progress							
Buildings/Infrastructure.....	21,524	14,569	1,245	1,730	1,300	1,300	1,300
Election Commitment - Acquisition of Land - Westport Port and Environs Strategy.....	20,000	10,000	10,000	10,000	-	-	-
METRONET - Yanchep Rail Extension	100,000	30,000	-	70,000	-	-	-
Other Minor Equipment	3,762	2,990	151	151	151	151	151
COMPLETED WORKS							
COVID-19 Response							
Whiteman Park Fencing Works	1,150	1,150	1,150	-	-	-	-
Other Completed Works							
Acquisition of Land - 2020-21 Program	75,537	75,537	75,537	-	-	-	-
Regional Land Acquisitions - 2020-21 Program	5,400	5,400	5,400	-	-	-	-
NEW WORKS							
Acquisition of Land							
2021-22 Program.....	96,408	-	-	96,408	-	-	-
2022-23 Program.....	59,100	-	-	-	59,100	-	-
2023-24 Program.....	43,400	-	-	-	-	43,400	-
2024-25 Program.....	43,400	-	-	-	-	-	43,400
Regional Land Acquisitions							
2021-22 Program.....	5,400	-	-	5,400	-	-	-
2022-23 Program.....	5,400	-	-	-	5,400	-	-
2023-24 Program.....	5,400	-	-	-	-	5,400	-
2024-25 Program.....	5,400	-	-	-	-	-	5,400
Total Cost of Asset Investment Program	497,630	139,722	93,559	184,327	71,586	50,251	50,251
FUNDED BY							
Asset Sales			40,000	50,000	5,000	5,000	5,000
Capital Appropriation.....			5,400	5,400	5,400	5,400	5,400
Internal Funds and Balances.....			48,159	128,927	61,186	39,851	39,851
Total Funding.....			93,559	184,327	71,586	50,251	50,251

Financial Statements

Income Statement

Expenses

1. Total Cost of Services for the 2020-21 Estimated Actual is higher than the 2020-21 Budget by \$11.5 million and relates to the transfer (to DPLH) of additional fees collected from statutory planning applications.
2. The higher fee revenue collected can be attributed to the COVID-19 Response programs, including the State Government's Building Bonus and the Commonwealth Government's HomeBuilder grant, and the implementation of the temporary Significant Development Assessment pathway. In addition to this, additional costs of \$5.9 million were incurred to support compensation payments related to the Commission's metropolitan land acquisition program.
3. Total Cost of Services for the 2021-22 Budget Estimate is higher than the 2020-21 Estimated Actual by \$16.9 million. This is mainly due to additional funding provided to DPLH for delivering phase two of the Action Plan for Planning Reform, facilitating public infrastructure works, key strategic Government projects (including the Perth City Deal and various market-led proposals), and continuation of State Design Review Panel function. Furthermore, additional funding has been provided to DPLH to expand the CoastWA coastal planning and management program.

Income

4. Total income for the 2020-21 Estimated Actual is higher than the 2020-21 Budget by \$4.7 million due to an increase in statutory planning application fees as a result of the Commonwealth and State Government's COVID-19 Response programs, and Significant Development Assessment pathway.
5. Other revenue under Income from State Government has increased in the 2020-21 Estimated Actual by \$24.7 million from the 2020-21 Budget following the sale of properties for the Tonkin Highway extension.

Statement of Financial Position

6. The increase in Property, plant and equipment between the 2020-21 Estimated Actual and 2021-22 Budget Estimate and forward estimates is mainly due to land acquisitions to support key Government priorities and transport infrastructure requirements.

Statement of Cashflows

7. The Cash assets at the end of reporting period in the 2020-21 Estimated Actual is higher than the 2020-21 Budget by \$69.4 million and is mainly due to deferral of land acquisitions to 2021-22. Cash balances are expected to reduce to \$392.1 million in the 2021-22 Budget Estimate following an increased AIP.

INCOME STATEMENT (a)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Grants and subsidies (b)	300	300	300	300	300	300	300
Supplies and services	272	563	563	563	563	563	563
Depreciation and amortisation	30,954	3,600	3,600	3,600	3,600	3,600	3,600
Other expenses	94,771	46,116	57,638	74,576	51,809	50,749	50,394
TOTAL COST OF SERVICES	126,297	50,579	62,101	79,039	56,272	55,212	54,857
Income							
Regulatory fees and fines	11,431	13,343	18,089	14,585	13,401	13,401	13,401
Other revenue	12,648	9,981	9,981	10,486	10,486	10,486	10,486
Total Income	24,079	23,324	28,070	25,071	23,887	23,887	23,887
NET COST OF SERVICES (c)	102,218	27,255	34,031	53,968	32,385	31,325	30,970
INCOME FROM STATE GOVERNMENT							
Service appropriations	93,610	115,119	90,594	109,156	95,348	95,039	96,118
Resources received free of charge	186	450	450	450	450	450	450
Other revenue	4,454	2,100	26,800	2,900	4,800	7,300	7,300
TOTAL INCOME FROM STATE GOVERNMENT	98,250	117,669	117,844	112,506	100,598	102,789	103,868
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(3,968)	90,414	83,813	58,538	68,213	71,464	72,898

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

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

(c) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have moved all revenue received from Government out of the calculation of Net Cost of Services and into Income from State Government. This may have increased the Net Cost of Services compared to previously published Budgets.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Strategic Transport Evaluation Model	300	300	300	300	300	300	300
TOTAL	300	300	300	300	300	300	300

STATEMENT OF FINANCIAL POSITION (a)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	9,640	11,883	11,883	14,145	16,407	18,670	18,670
Restricted cash.....	439,570	380,467	449,863	377,962	374,747	404,847	438,644
Receivables.....	4,281	4,797	4,251	4,221	4,191	4,161	4,131
Other.....	32,417	32,417	32,417	32,417	32,417	32,417	32,417
Assets held for sale.....	6,886	6,886	6,886	6,886	6,886	6,886	6,886
Total current assets.....	492,794	436,450	505,300	435,631	434,648	466,981	500,748
NON-CURRENT ASSETS							
Holding account receivables.....	6,259	6,639	6,639	7,019	7,399	7,779	8,159
Property, plant and equipment.....	537,843	646,668	614,170	747,397	812,883	857,034	901,185
Intangibles.....	28,917	28,917	28,917	28,917	28,917	28,917	28,917
Other.....	-	22,500	-	-	-	-	-
Total non-current assets.....	573,019	704,724	649,726	783,333	849,199	893,730	938,261
TOTAL ASSETS.....	1,065,813	1,141,174	1,155,026	1,218,964	1,283,847	1,360,711	1,439,009
CURRENT LIABILITIES							
Payables.....	1	1	1	1	1	1	1
Other.....	18,045	19,904	18,045	18,045	18,045	18,045	18,045
Total current liabilities.....	18,046	19,905	18,046	18,046	18,046	18,046	18,046
EQUITY							
Contributed equity.....	(10,228)	(25,828)	(4,828)	572	(2,758)	2,642	8,042
Accumulated surplus/(deficit).....	1,063,032	1,152,460	1,146,845	1,205,383	1,273,596	1,345,060	1,417,958
Reserves.....	43,651	43,325	43,651	43,651	43,651	43,651	43,651
Other.....	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)
Total equity.....	1,047,767	1,121,269	1,136,980	1,200,918	1,265,801	1,342,665	1,420,963
TOTAL LIABILITIES AND EQUITY.....	1,065,813	1,141,174	1,155,026	1,218,964	1,283,847	1,360,711	1,439,009

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

STATEMENT OF CASHFLOWS (a) (b)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	93,230	114,739	90,214	108,776	94,968	94,659	95,738
Capital appropriation.....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
Other.....	9,718	37,100	32,100	32,900	4,800	7,300	7,300
Net cash provided by State Government	108,348	157,239	127,714	147,076	105,168	107,359	108,438
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Grants and subsidies	-	(300)	(300)	(300)	(300)	(300)	(300)
Supplies and services.....	(87)	(113)	(113)	(113)	(113)	(113)	(113)
GST payments.....	(5,821)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)
Other payments	(46,244)	(46,086)	(56,776)	(74,546)	(51,779)	(50,719)	(50,364)
Receipts							
Regulatory fees and fines	11,428	13,343	18,089	14,585	13,401	13,401	13,401
GST receipts.....	6,627	3,330	3,330	3,330	3,330	3,330	3,330
Other receipts	7,067	7,481	7,481	7,986	7,986	7,986	7,986
Net cash from operating activities	(27,030)	(25,675)	(31,619)	(52,388)	(30,805)	(29,745)	(29,390)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(97,057)	(149,924)	(93,559)	(184,327)	(71,586)	(50,251)	(50,251)
Other payments	-	(21,000)	-	-	(8,730)	-	-
Proceeds from sale of non-current assets	11,952	5,000	10,000	20,000	5,000	5,000	5,000
Net cash from investing activities	(85,105)	(165,924)	(83,559)	(164,327)	(75,316)	(45,251)	(45,251)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments	-	(22,500)	-	-	-	-	-
Net cash from financing activities	-	(22,500)	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD.....	(3,787)	(56,860)	12,536	(69,639)	(953)	32,363	33,797
Cash assets at the beginning of the reporting period	452,997	449,210	449,210	461,746	392,107	391,154	423,517
Cash assets at the end of the reporting period	449,210	392,350	461,746	392,107	391,154	423,517	457,314

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

(b) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* implemented since the 2020-21 Budget have reclassified revenue received from Government from the Cashflows from Operating Activities category to the Cashflows from State Government category. This may have changed the Net cash provided by State Government and Net cash from operating activities compared to previously published Budgets.

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.

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	440,107	434,712	434,712	443,433
Receipts:				
Appropriations	87,706	86,769	84,744	83,897
Other	35,028	50,021	48,751	61,294
	562,841	571,502	568,207	588,624
Payments	128,129	194,868	124,774	215,991
CLOSING BALANCE	434,712	376,634	443,433	372,633

Division 46 Western Australian Land Information Authority

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 87 Net amount appropriated to deliver services	33,911	32,478	32,186	39,475	55,131	49,192	50,500
Amount Authorised by Other Statutes							
- Transfer of Land Act 1893	-	-	575	-	-	-	-
- Salaries and Allowances Act 1975.....	337	337	337	338	339	340	341
Total appropriations provided to deliver services ^(a)	34,248	32,815	33,098	39,813	55,470	49,532	50,841
CAPITAL							
Item 149 Capital Appropriation	4,396	3,588	2,888	8,420	358	-	-
TOTAL APPROPRIATIONS	38,644	36,403	35,986	48,233	55,828	49,532	50,841
EXPENSES							
Total Cost of Services	112,029	118,553	109,143	120,720	114,958	112,194	114,608
Net Cost of Services ^{(b) (c)}	23,721	49,186	37,928	46,840	27,683	38,327	36,421
CASH ASSETS ^(d)	12,041	18,259	18,543	22,599	28,362	36,659	28,350

- (a) The increase in 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).
- (b) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.
- (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 Landgate's Income Statement since presentation of the 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Ongoing Initiative					
Land Services WA Contract Management Requirements	-	396	399	402	405
Other					
Office Accommodation					
Lease Update Bunbury Office	-	(13)	(13)	(9)	(4)
Midland Building Lease					
Expiry ^(a)	(1,189)	(4,153)	(4,254)	(4,366)	(4,366)
Agreement ^(b)	1,115	3,836	3,903	3,981	4,060
State Fleet Policy and Procurement Initiatives	(38)	(58)	(58)	(59)	(64)
Strategic Development Plan 2021-22 to 2024-25 ^(c)	(9,873)	(407)	49	(2,557)	(1,074)
Transfer of Land Act 1893 Claim for Compensation	575	-	-	-	-

- (a) In mid-March 2021, at the end of the lease term, the Midland land and building were transferred to the Department of Planning, Lands and Heritage. Landgate has adjusted 2020-21 and the forward estimates period to reflect the reversal of existing depreciation and accommodation related expenses.
- (b) Following the Midland building reverting to State ownership in March 2021, the Government has approved \$16.9 million in accommodation expenses over 2020-21 to 2024-25.
- (c) The decrease in expenditure excludes National Tax Equivalent Regime. Landgate is forecast to reduce its spending by \$13.9 million over 2020-21 to 2024-25 mainly as a result of general savings across Landgate in salaries and superannuation expenses, due to prudent vacancy management and savings in information and communications technology and other contracts expenses, as a result of delays in some approved initiatives as Landgate focuses on service delivery.

Significant Issues Impacting the Agency

1. The Transfer of Land Act Amendment Bill 2021 has been introduced into Parliament, which if passed would enact legislative change to remove duplicate certificates of title from use. Should this legislation be passed, a public education program will be required to communicate changes to the public to ensure a smooth transition and acceptance, as there is a common misconception regarding the role and function of duplicate certificates of title. With 67% of all issued duplicate certificates of title being held in bank vaults until mortgages are discharged, their removal will create significant storage related cost savings for financial institutions. Customers will also be beneficiaries as banks will no longer need to charge production costs for duplicate certificates of title, making a minor contribution towards housing affordability.
2. To support greater competition in the electronic conveyancing marketplace, Landgate is participating in ongoing work through the Australian Registrar's National Electronic Conveyancing Council to progress a model, that enables interoperability between multiple Electronic Lodgement Network Operators. Amendments to the Electronic Conveyancing National Law (ECNL) are being drafted, which cover issues regarding mandating interoperability and enforcement of obligations. Once drafted, these changes will be subject to a Regulatory Impact Statement consultation and approved by all jurisdictions in the national legal framework, excluding Western Australia and South Australia, which operate under a corresponding law regime. Western Australia is preparing to join the national law scheme as represented by the ECNL in 2022.
3. Landgate is collaborating with other Australian jurisdictions and New Zealand on a project to develop a nationally consistent 3D cadastral survey data model. The project will provide a common standard to support the development of the 3D Next Generation Spatial Cadastre (NGSC) for Western Australia to replace part of Landgate's legacy SmartPlan system and the Spatial Cadastral Database. The NGSC, as the accessible source of critical land and property data, will support priority Government land development and infrastructure projects.
4. Landgate is currently exploring the opportunity to develop a new foundation platform by incorporating a NGSC to provide 2D/3D/4D data sharing and collaboration within the Western Australian public sector. The new platform would replace the existing Shared Location Information Platform, which currently shares over 5,000 location datasets, but is limited to agencies uploading and users downloading their 2D data. A new platform would consider agency system integration, data visualisation and supporting future advanced capability such as smart cities, digital twins and digital workflows.

5. Landgate is modernising its valuation system which generates rating and taxing valuations for the State. The current system has been in place for 20 years and requires 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 an opportunity to leverage the new technologies to improve valuation processes, efficiency and service delivery for Landgate's customers. Landgate expects to finalise the procurement of a new valuation system in the next 12 months.
6. Rapidly changing circumstances and ongoing uncertainty across the globe have created greater volatility in markets than has been experienced in recent years. Consumer and investor confidence levels abroad, as well as within Western Australia, are affected by these changes, and in turn could directly impact local property market activity. Western Australia's property market has been buoyant during 2020-21 following the introduction of Government incentives for new home buyers. Following the winding down of these incentives, the established housing market maintained the favourable results, which continued to the end of the 2020-21 financial year. However, sudden changes in land titling activity levels remain a possibility depending on external factors including interest rates, rental market shortages, consumer sentiment, net migration, the unemployment rate and the impact of closed State borders. Any downturn in market activity would impact Landgate's gross revenue including service fee payments to Land Services WA under the Commercialised Services Agreement and Landgate's net residual revenue after the service fee is paid.

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 Landgate's services, the desired outcomes and the relevant Government Goal. 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 and Sustainable Finances: Responsible, achievable, affordable service delivery.	The State's administrative, commercial and social systems are supported by land tenure information, certainty of ownership and other interests in land.	1. Land Titling
	Independent valuations support Government's collection of rates and taxes, and management of property assets.	2. Valuations
	Land and location information and services to support the management and development of the State.	3. Land Information and Services 4. Access to Location Information

Service Summary ^(a)

Expense	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual ^(b) \$'000	Budget ^(b) \$'000	Estimated Actual ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Land Titling	34,729	36,752	34,069	36,032	36,893	36,006	36,783
2. Valuations	38,090	40,308	37,067	41,338	36,734	35,850	36,617
3. Land Information and Services	32,488	34,380	31,270	35,314	33,669	32,860	33,569
4. Access to Location Information	6,722	7,113	6,737	8,036	7,662	7,478	7,639
Total Cost of Services	112,029	118,553	109,143	120,720	114,958	112,194	114,608

(a) Landgate has implemented an updated cost model resulting in a revised measurement methodology for cost by service.

(b) The 2019-20 Actual, 2020-21 Budget and 2020-21 Estimated Actual have been recast for comparative purposes using the new methodology.

Outcomes and Key Effectiveness Indicators (a) (b)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: The State's administrative, commercial and social systems are supported by land tenure information, 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	81.69%	80%	88.16%	80%	1
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	0.12%	≤0.25%	0.07%	≤0.25%	
Outcome: Independent valuations support Government's collection of rates and taxes, and management of property assets:					
International standards for accuracy and uniformity of rating and taxing values are met:					
Benchmark against international standards for accuracy using Median Ratio Test:					
Gross Rental Value ^(c)	92.17%	>92.5%	n/a	>92.5%	
Unimproved Value	90.91%	>92.5%	91.38%	>92.5%	
Coefficient of Dispersion to check uniformity of values:					
Gross Rental Value ^(c)	4.22%	<7%	n/a	<7%	
Unimproved Value	5.68%	<15%	5.21%	<15%	
Adjustments of rating and taxing values as a result of Objections and Appeals as a percentage of total values in force.....	0.019%	<0.20%	0.04%	<0.20%	
Outcome: Land and location information and services to support the management and development of the State:					
The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community:					
Completion rate of names and addressing jobs delivered within 10 business days	92.38%	80%	88%	80%	2
Completion rate of property boundary related jobs within the agreed benchmarks ^(d)	96.3%	96.2%	97.8%	97.2%	
Imagery Systems availability supporting the State's mapping, monitoring and predicting of bushfires ^(e)	n/a	n/a	n/a	99%	
Overall satisfaction with the capture of, discovery of and access to Government Location Information ^(f)	84%	80%	82%	80%	

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

(b) As a result of changes to its Outcome Based Management (OBM) framework commencing from the 2021-22 financial year, the above table will vary from that reported in the 2020-21 Annual Report.

(c) The Regional Gross Rental Value (GRV), General Valuation Program was deferred for 12 months to 2021-22, due to COVID-19 restrictions on travel. Therefore, this measure for GRVs is not applicable this year.

(d) As a result of changes to its OBM framework, a revision has been made to the calculation methodology for this key effectiveness indicator for 2021-22.

(e) This is a new key effectiveness indicator introduced for the 2021-22 financial year, as a result of changes to its OBM framework. No comparative information is available for the 2019-20 Actual, the 2020-21 Budget or the 2020-21 Estimated Actual for this new indicator.

(f) As a result of changes to its OBM framework, a revision has been made to the methodology for conducting the survey in 2021-22.

Explanation of Significant Movements

(Notes)

1. The 2020-21 Estimated Actual was higher than the 2020-21 Budget, as a result of the increased volume of these dealings lodged electronically and automatically registered than expected.
2. The 2020-21 Estimated Actual was higher than the 2020-21 Budget as a result of a higher performance in names and addressing completion rates in 2020-21 than anticipated.

Services and Key Efficiency Indicators

1. Land Titling ^(a)

A land titling service that provides land tenure information, certainty of ownership and other interests in land.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service ^(b)	34,729	36,752	34,069	36,032	
Less Income ^(c)	61,905	60,283	61,849	58,563	
Net Cost of Service	(27,176)	(23,531)	(27,780)	(22,531)	
Employees (Full-Time Equivalents)	117	106	110	96	1
Efficiency Indicators					
Average cost of maintaining land tenure information, certainty of ownership and other interests in land, per Certificate of Title ^(b)	\$23.55	\$24.81	\$22.85	\$23.92	

(a) As a result of changes to its OBM framework commencing from the 2021-22 financial year, this table will vary from that reported in the 2020-21 Annual Report.

(b) Landgate has implemented an updated cost model resulting in a revised measurement methodology for cost by service. The 2019-20 Actual, 2020-21 Budget and the 2020-21 Estimated Actual have been recast for comparative purposes using the new methodology.

(c) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. Landgate is currently undertaking an assessment of its full-time equivalent (FTE) requirements to ensure it continues to deliver services effectively on behalf of the Government for the benefit of the State. The reduction in FTEs relates to expectations resulting from technological changes to Landgate's business model, however these are under review.

2. Valuations ^(a)

An impartial valuation service.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service ^(b)	\$'000 38,090	\$'000 40,308	\$'000 37,067	\$'000 41,338	1
Less Income ^(c)	23,085	4,436	4,609	10,452	1
Net Cost of Service	15,005	35,872	32,458	30,886	
Employees (Full-Time Equivalents)	188	188	188	188	
Efficiency Indicators					
Average cost per valuation ^{(b) (d)}	\$16.17	\$17.11	\$15.54	\$17.34	1

- (a) As a result of changes to its OBM framework commencing from the 2021-22 financial year, this table will vary from that reported in the 2020-21 Annual Report.
- (b) Landgate has implemented an updated cost model resulting in a revised measurement methodology for cost by service. The 2019-20 Actual, 2020-21 Budget and the 2020-21 Estimated Actual have been recast for comparative purposes using the new methodology.
- (c) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.
- (d) As a result of changes to its OBM framework commencing in 2021-22, a revision has been made to the calculation methodology for this key efficiency indicator in the 2021-22 Budget Target.

Explanation of Significant Movements

(Notes)

- The nature of the GRV 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 triennium in which all revenue from the Metropolitan Revaluation Program was recognised. The 2021-22 Budget Target is higher than the 2020-21 Estimated 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 on travel, delaying preliminary work planned for 2019-20.

3. Land Information and Services ^(a)

Capture, maintenance and delivery of land information and services.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service ^(b)	\$'000 32,488	\$'000 34,380	\$'000 31,270	\$'000 35,314	1
Less Income	2,466	3,806	3,895	3,983	
Net Cost of Service	30,022	30,574	27,375	31,331	
Employees (Full-Time Equivalents)	156	138	144	126	2
Efficiency Indicators					
Average cost of providing land information and services for the State (per square kilometre) ^{(b) (c)}	\$12.86	\$13.61	\$12.37	\$13.97	1

- (a) As a result of changes to its OBM framework commencing from the 2021-22 financial year, this table will vary from that reported in the 2020-21 Annual Report.
- (b) Landgate has implemented an updated cost model resulting in a revised measurement methodology for cost by service. The 2019-20 Actual, 2020-21 Budget and the 2020-21 Estimated Actual have been recast for comparative purposes using the new methodology.
- (c) This is a new key efficiency indicator introduced for the 2021-22 financial year, as a result of changes to its OBM framework. Comparative data has been provided for the 2019-20 Actual, 2020-21 Budget and the 2020-21 Estimated Actual.

Explanation of Significant Movements

(Notes)

1. As Landgate has implemented an updated cost model, this has resulted in a recalibration of overheads across services. This has impacted total cost and average cost for this service.
2. Landgate is currently undertaking an assessment of its FTE requirements to ensure it continues to deliver services effectively on behalf of the Government for the benefit of the State. The reduction in FTEs relates to expectations resulting from technological changes to Landgate's business model, however these are under review.

4. Access to Location Information ^(a)

Access to the State's location information.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service ^(b)	\$'000 6,722	\$'000 7,113	\$'000 6,737	\$'000 8,036	1
Less Income ^(c)	852	842	862	882	
Net Cost of Service	5,870	6,271	5,875	7,154	
Employees (Full-Time Equivalents)	16	16	16	16	
Efficiency Indicators					
Average cost per dataset ^{(b) (d)}	\$1,090	\$1,153	\$896	\$1,028	1

- (a) As a result of changes to its OBM framework commencing from the 2021-22 financial year, this table will vary from that reported in the 2020-21 Annual Report.
- (b) Landgate has implemented an updated cost model resulting in a revised measurement methodology for cost by service. The 2019-20 Actual, 2020-21 Budget and the 2020-21 Estimated Actual have been recast for comparative purposes using the new methodology.
- (c) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.
- (d) As a result of changes to its OBM framework, a revision has been made to the calculation methodology for this key efficiency indicator in the 2021-22 Budget Target.

Explanation of Significant Movements

(Notes)

1. As Landgate has implemented an updated cost model, this has resulted in a recalibration of overheads across services. This has impacted total cost and average cost for this service.

Asset Investment Program

1. In 2021-22 Landgate's Asset Investment Program (AIP) is \$12.7 million and focuses on enhancing and developing systems to improve efficiency and effectiveness, while meeting an increasing demand for integrated services and technological change. During 2021-22, the AIP focuses on progressing key business initiatives including:
 - 1.1. modernising the current valuations system, which enables the generation of rating and taxing values in the State and to deliver asset valuations for local and State Government;
 - 1.2. implementing various system changes to ensure Landgate is compliant with the legal Australian datum, known as the Geocentric Datum of Australia 2020;
 - 1.3. completing the *Strata Titles Act 1985* and *Community Titles Act 2018* reform program by changing core systems needed to implement the new types of strata and community titles created through the reform program;
 - 1.4. completing the upgrade of the current financial management system to ensure compliance with legislation and the Treasurer's instructions, in addition to maintaining a valid vendor support licence; and
 - 1.5. the ongoing upgrade and replacement of hardware assets based on life cycle and enhanced capabilities offered by new technologies.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-21 \$'000	2020-21 Estimated Expenditure \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
WORKS IN PROGRESS							
Asset Replacement							
Business Premise Ongoing Minor Works	2,187	1,010	375	577	200	200	200
Information and Communications Technology - Asset Replacement Program	6,062	972	162	890	1,400	1,500	1,300
Business Improvement							
Financial Management System	2,891	2,051	2,051	840	-	-	-
Valuation Services System Reform	8,000	637	358	4,899	2,464	-	-
Location Infrastructure							
Data WA Improvements	593	83	83	210	100	100	100
Geocentric Datum of Australia 2020	3,547	1,462	695	2,085	-	-	-
Strata Titles Act 1985 Reform	9,472	7,822	2,890	1,650	-	-	-
COMPLETED WORKS							
Business Improvement							
East Perth Disaster Recovery	80	80	80	-	-	-	-
Enterprise Services Reform	1,063	1,063	64	-	-	-	-
NEW WORKS							
Business Improvement							
Data Strategy Hub	1,490	-	-	-	140	650	700
Enterprise Performance Management Model	2,045	-	-	-	147	974	924
Portal WA Integration	2,300	-	-	-	300	900	1,100
Location Infrastructure							
Aerial Imagery Platform	360	-	-	-	360	-	-
Capture WA Register Upgrade	290	-	-	290	-	-	-
Next Generation Spatial Cadastre	3,500	-	-	-	500	1,500	1,500
Shared Location Information Platform Upgrade	3,540	-	-	540	1,000	1,000	1,000
Topographic Modernisation	400	-	-	-	100	150	150
Products and Services - Corporate Website Redevelopment	710	-	-	710	-	-	-
Total Cost of Asset Investment Program	48,530	15,180	6,758	12,691	6,711	6,974	6,974
FUNDED BY							
Capital Appropriation			2,888	8,420	358	-	-
Drawdowns from the Holding Account			3,813	4,006	6,353	6,974	6,974
Internal Funds and Balances			57	265	-	-	-
Total Funding			6,758	12,691	6,711	6,974	6,974

Financial Statements

Income Statement

Expenses

1. The 2021-22 Total Cost of Services (expense limit) of \$120.7 million is \$11.6 million more than the 2020-21 Estimated Actual. In 2020-21, there was a general underspend across the agency due to:
 - 1.1. a practice of filling only priority positions as part of Landgate's vacancy management strategy; and
 - 1.2. savings in information and communications technology (ICT) and other contracts expenses arising from delays in commencing approved initiatives. These were mainly due to internal and supplier capacity constraints and the inability to acquire specialist spatial ICT resources, internally and through the ICT service provider.
2. The increase in the expense limit in 2021-22 includes:
 - 2.1. additional planning costs for the replacement of the Valuation Services system and an expected increase in cloud-based software services as a consequence of the move away from on-site storage;
 - 2.2. the deferral of the Regional Revaluation Program to 2021-22 due to travel restrictions as a result of the COVID-19 pandemic;
 - 2.3. the development of the Spatial WA business case, which commenced in 2020-21 and is expected to be completed in 2021-22; and
 - 2.4. the expected wages growth in line with the Public Sector Wages Policy.

Income

3. In 2020-21, Government incentives stimulated activity in the new housing market and increased buoyancy was experienced in the established housing market, even after the incentives ceased. This resulted in a 39% growth in document lodgement activity over the previous year, the highest actual activity level since 2014-15. During 2021-22, land titling revenue may be expected to fall as the buoyant market conditions experienced in 2020-21 are not expected to be sustained in 2021-22.
4. In 2021-22, it is expected that total income will be \$2.7 million higher than the 2020-21 Estimated Actual due to the deferral of the Regional Revaluation Program (which was due to commence in 2020-21) until 2021-22.

Statement of Financial Position

5. The equity reflected in the Statement of Financial Position is negative as a result of the payment of the \$985 million interim dividend portion of the \$1.4 billion lump sum proceeds, received from the partial commercialisation arrangement, to the Consolidated Account in 2019-20.
6. The negative equity for the 2021-22 Budget Estimate has improved in comparison to the 2020-21 Estimated Actual as a result of:
 - 6.1. capital contributions received from the Government to fund the 2021-22 Asset Investment Program in line with agreed funding arrangements; and
 - 6.2. a decrease in the value of the service concession deferred revenue liability, through amortisation as a non-cash revenue, which results in an increase in the accumulated surplus/(deficit) offsetting the negative equity.
7. In 2021-22, Total Assets are \$24.5 million lower than the 2020-21 Estimated Actual, largely due to a decrease in held-to-maturity investments (cash reserves) as the Authority uses these funds to meet its payment commitments.
8. In 2021-22, Total Liabilities decrease by \$32.9 million in comparison to the 2020-21 Estimated Actual resulting from the annual amortisation of the service concession deferred revenue liability, that originated from the \$1.4 billion proceeds. Accounting standards require the proceeds to be spread across each year of the 40 year life of the partial commercialisation agreement as non-cash revenue. This decreases the service concession deferred revenue liability balance each year until the agreement expires.

Statement of Cashflows

9. The 2021-22 Budget Estimate closing cash balance is \$4.1 million higher than the 2020-21 Estimated Actual. This is due to higher-than-expected revenue in 2020-21 and the maturity of financial investments during 2021-22.

INCOME STATEMENT ^(a)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	55,482	57,495	54,495	55,258	53,319	52,286	52,940
Grants and subsidies ^(c)	1,543	124	124	124	124	124	124
Supplies and services	29,275	32,820	27,320	36,892	35,687	35,404	35,968
Accommodation	3,785	4,383	4,719	5,646	5,801	5,996	6,080
Depreciation and amortisation	16,053	15,891	16,454	16,831	13,912	12,239	13,255
Finance and interest costs	581	204	193	13	18	15	10
Other expenses	5,310	7,636	5,838	5,956	6,097	6,130	6,231
TOTAL COST OF SERVICES	112,029	118,553	109,143	120,720	114,958	112,194	114,608
Income							
Sale of goods and services ^(d)	60,661	29,995	33,335	36,081	49,351	35,603	38,455
Other revenue ^(e)	27,647	39,372	37,880	37,799	37,924	38,264	39,732
Total Income	88,308	69,367	71,215	73,880	87,275	73,867	78,187
NET COST OF SERVICES ^(f)	23,721	49,186	37,928	46,840	27,683	38,327	36,421
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(g)	34,248	32,815	33,098	39,813	55,470	49,532	50,841
Resources received free of charge	231	480	480	500	520	540	560
Other revenues ^(h)	10,278	6,347	4,257	6,581	11,390	5,949	6,798
TOTAL INCOME FROM STATE GOVERNMENT	44,757	39,642	37,835	46,894	67,380	56,021	58,199
SURPLUS/(DEFICIENCY) FOR THE PERIOD	21,036	(9,544)	(93)	54	39,697	17,694	21,778
Income tax benefit/(expense)	(6,809)	2,852	28	(16)	(11,909)	(5,308)	(6,533)
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER INCOME TAX EQUIVALENTS	14,227	(6,692)	(65)	38	27,788	12,386	15,245

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

(b) The FTEs for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 477, 458 and 426 respectively.

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

(d) The Sale of goods and services is net of the service fees paid to Land Services WA under the terms of the Commercialised Services Agreement from the date the agreement commenced on 22 October 2019. In 2019-20, the sale of goods and services therefore includes only a partial year of the payment of service fees. From the 2020-21 Budget and across the forward estimates period, a full year's payment of services fees is included in the forecasts. The 2019-20 Actual and 2020-21 Budget have been adjusted to comply with the changes under Treasurer's instructions 1102: *Statements of Comprehensive Income* (TI 1102).

(e) Other revenue includes the annual amortisation of the service concession liability over the term of the Commercialised Services Agreement, reflecting the receipt of the lump sum proceeds from the agreement. In the 2019-20 Actual the amortisation is only for a partial year from the date the agreement commenced on 22 October 2019. The 2020-21 Budget and forward estimates period includes a full year's amortisation of the service concession liability. The 2019-20 Actual and 2020-21 Budget have been adjusted to comply with the changes under TI 1102.

(f) Changes to TI 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have moved all revenue received from Government out of the calculation of Net Cost of Services and into Income from State Government. This may have increased the Net Cost of Services compared to previously published Budgets.

(g) The increase in Service appropriations from the 2022-23 Forward Estimate reflects the agreed funding arrangement with Government following the partial commercialisation of the Authority.

(h) The 2019-20 Actual and 2020-21 Budget have been adjusted to comply with the changes under TI 1102.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Continuously Operating Reference Stations (CORS) Sites Transfer to Geoscience Australia (Commonwealth) ^(a)	1,129	-	-	-	-	-	-
Land Surveyors Licensing Board ^(b)	24	24	24	24	24	24	24
Other Grants and Subsidies ^(c)	390	100	100	100	100	100	100
TOTAL	1,543	124	124	124	124	124	124

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

(b) 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.

(c) Other grants and subsidies includes SPUR Location 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)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	10,879	16,898	17,181	21,035	26,594	34,685	26,168
Restricted cash.....	292	292	292	292	292	292	292
Holding account receivables.....	4,740	4,006	4,006	6,353	6,974	6,974	5,966
Receivables.....	24,253	13,766	8,983	12,348	26,419	9,774	13,624
Other.....	61,977	28,565	44,810	13,123	4,982	5,051	3,281
Total current assets.....	102,141	63,527	75,272	53,151	65,261	56,776	49,331
NON-CURRENT ASSETS							
Holding account receivables.....	30,652	31,491	32,503	30,853	27,362	23,242	19,999
Property, plant and equipment (b).....	50,587	48,931	9,613	10,806	11,836	14,185	14,104
Intangibles (c).....	42,444	42,234	37,947	35,888	30,313	32,768	26,592
Restricted cash.....	870	1,069	1,070	1,272	1,476	1,682	1,890
Other.....	423,854	425,830	422,022	422,006	411,915	404,789	398,256
Total non-current assets.....	548,407	549,555	503,155	500,825	482,902	476,666	460,841
TOTAL ASSETS.....	650,548	613,082	578,427	553,976	548,163	533,442	510,172
CURRENT LIABILITIES							
Employee provisions.....	12,484	12,075	12,066	12,118	12,177	12,021	12,141
Payables.....	1,046	1,146	1,137	1,209	1,282	1,367	1,454
Lease liabilities.....	3,517	109	96	94	115	115	99
Other (d).....	45,195	45,011	45,779	45,987	46,194	46,405	46,416
Total current liabilities.....	62,242	58,341	59,078	59,408	59,768	59,908	60,110
NON-CURRENT LIABILITIES							
Employee provisions.....	2,960	2,959	2,977	2,994	3,011	3,028	3,045
Lease liabilities.....	111	176	154	226	261	158	90
Other (d).....	1,351,473	1,319,331	1,319,331	1,286,003	1,251,632	1,224,471	1,185,805
Total non-current liabilities.....	1,354,544	1,322,466	1,322,462	1,289,223	1,254,904	1,227,657	1,188,940
TOTAL LIABILITIES.....	1,416,786	1,380,807	1,381,540	1,348,631	1,314,672	1,287,565	1,249,050
EQUITY							
Contributed equity (e).....	(1,062,468)	(1,058,901)	(1,099,278)	(1,090,858)	(1,090,500)	(1,090,500)	(1,090,500)
Accumulated surplus/(deficit).....	272,601	265,919	288,799	288,837	316,625	329,011	344,256
Reserves (f).....	23,629	25,257	7,366	7,366	7,366	7,366	7,366
Total equity.....	(766,238)	(767,725)	(803,113)	(794,655)	(766,509)	(754,123)	(738,878)
TOTAL LIABILITIES AND EQUITY.....	650,548	613,082	578,427	553,976	548,163	533,442	510,172

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

(b) The decrease in the value of property, plant and equipment in the 2020-21 Estimated Actual is the result of the transfer of the Midland land and building to the Department of Planning, Lands and Heritage (DPLH) at the end of the lease term in mid-March 2021. The Midland land and building had been reflected as a right of use asset and corresponding liability.

(c) Intangibles includes service concession assets classified under AASB 1059: *Service Concession Arrangements: Grantors* (AASB 1059) which applies for reporting periods beginning on or after 1 January 2020. Landgate entered a commercialisation arrangement with Land Services WA on 22 October 2019. AASB 1059 has been determined to be applicable for the partial commercialisation arrangement. On the commencement date of the arrangement, there was no Australian Accounting Standard (AAS) that explicitly addressed this arrangement, therefore the agency adopted existing AASs and considered the Framework and Statement of Accounting Concepts. From 1 July 2020, Landgate applied AASB 1059, however other than renaming commercialised assets and deferred revenue to service concession assets and service concession liabilities respectively, there is no impact on the financial statements from the implementation of this AAS.

(d) Other current liabilities and other non-current liabilities includes the recognition of a service concession liability in accordance with AASB 1059 on the \$1.4 billion lump sum proceeds received in consideration of the partial commercialisation arrangement. This service concession liability will be recognised evenly over the 40 year life of the partial commercialisation 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 partial commercialisation arrangement to Government via the payment of a dividend from equity on 22 October 2019.

(f) The value of reserves decreased in the 2020-21 Estimated Actual as a result of the transfer of the Midland building to DPLH at the end of the lease term in mid-March 2021. The value of the asset revaluation reserve was transferred to retained earnings on the derecognition of the Midland building.

STATEMENT OF CASHFLOWS (a)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations (b)	28,648	27,970	28,168	35,110	51,987	46,678	48,118
Capital appropriation.....	4,396	3,588	2,888	8,420	358	-	-
Administered equity contribution.....	5,000	-	-	-	-	-	-
Holding account drawdowns.....	3,981	4,740	3,813	4,006	6,353	6,974	6,974
National Tax Equivalent Regime (c).....	(424,471)	-	2,336	-	-	-	-
Dividend to Government (c).....	(995,605)	-	-	-	-	-	-
Other (d).....	11,100	6,347	4,257	6,581	11,390	5,949	6,798
Net cash provided by State Government (e)....	(1,366,951)	42,645	41,462	54,117	70,088	59,601	61,890
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(52,966)	(57,906)	(54,312)	(54,981)	(53,036)	(52,214)	(52,792)
Grants and subsidies.....	(413)	(124)	(124)	(124)	(124)	(124)	(124)
Supplies and services.....	(28,768)	(32,152)	(26,777)	(36,860)	(35,655)	(35,366)	(35,929)
Accommodation.....	(4,545)	(4,885)	(5,221)	(5,646)	(5,801)	(5,996)	(6,080)
GST payments (f).....	(150,173)	(6,046)	(4,478)	(5,812)	(5,192)	(5,184)	(5,246)
Finance and interest costs.....	(683)	(204)	(193)	(13)	(18)	(15)	(10)
Other payments.....	(5,233)	(7,280)	(5,358)	(5,456)	(5,577)	(5,590)	(5,671)
Receipts							
Sale of goods and services (g).....	48,177	41,377	48,228	34,443	31,644	54,042	36,423
GST receipts (f).....	149,571	6,046	4,478	5,812	5,192	5,184	5,246
Other receipts (h).....	3,645	3,480	1,988	1,371	1,053	1,036	1,066
Net cash from operating activities (e).....	(41,388)	(57,694)	(41,769)	(67,266)	(67,514)	(44,227)	(63,117)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(12,900)	(8,650)	(6,758)	(12,691)	(6,711)	(6,974)	(6,974)
Other payments.....	(28,400)	-	-	-	-	-	-
Proceeds from sale of non-current assets (i)....	1,410,011	-	-	-	-	-	-
Other receipts.....	44,139	33,478	17,118	30,000	10,000	-	-
Net cash from investing activities.....	1,412,850	24,828	10,360	17,309	3,289	(6,974)	(6,974)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(4,556)	(3,561)	(3,551)	(104)	(100)	(103)	(108)
Net cash from financing activities.....	(4,556)	(3,561)	(3,551)	(104)	(100)	(103)	(108)
NET INCREASE/(DECREASE) IN CASH HELD.....							
	(45)	6,218	6,502	4,056	5,763	8,297	(8,309)
Cash assets at the beginning of the reporting period	12,086	12,041	12,041	18,543	22,599	28,362	36,659
Cash assets at the end of the reporting period	12,041	18,259	18,543	22,599	28,362	36,659	28,350

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

(b) The increase in service appropriations from the 2022-23 Forward Estimate reflects the agreed funding arrangement with Government following the partial commercialisation of the agency.

(c) The National Tax Equivalent Regime and dividend payments in the 2019-20 Actual reflects the payment of the \$1.4 billion lump sum proceeds, received in consideration of the partial commercialisation arrangement to Government, net of transaction costs incurred by Landgate.

(d) The 2019-20 Actual and 2020-21 Budget have been adjusted to comply with changes under TI 1102.

(e) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* implemented since the 2020-21 Budget have reclassified revenue received from Government from the Cashflows from Operating Activities category to the Cashflows from State Government category. This may have changed the Net cash provided by State Government and Net cash from operating activities compared to previously published Budgets.

(f) GST payments and GST receipts in the 2019-20 Actual reflects the receipt of GST on the \$1.4 billion lump sum proceeds from the partial commercialisation arrangement and the payment of this GST to Government.

(g) The sale of goods and services is net of the service fees paid to Land Services WA under the terms of the partial commercialisation agreement. The 2019-20 Actual and 2020-21 Budget have been adjusted to comply with changes under TI 1102.

(h) The 2019-20 Actual and 2020-21 Budget have been adjusted to comply with changes under TI 1102.

(i) Proceeds from the sale of non-current assets in the 2019-20 Actual reflects the payment of the \$1.4 billion proceeds from the partial commercialisation arrangement, net of transaction costs incurred by Landgate, to Government. The balance reflects the proceeds from the sale of minor assets.

DevelopmentWA

Part 11 Planning and Land Use

Interactions with the Consolidated Account, Dividend Payout Ratio and Government Trading Enterprise Information

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
REVENUE TO GENERAL GOVERNMENT SECTOR							
National Tax Equivalent Regime - Income Tax	12,726	62,440	14,655	15,283	21,820	23,739	18,158
Local Government Rates Equivalent	7,488	8,560	9,332	8,149	8,355	8,484	8,715
Dividends ^{(a) (b)}	28,612	150,607	192,678	-	27,662	38,181	41,585
EXPENSES FROM GENERAL GOVERNMENT SECTOR							
Operating Subsidies	103,756	400,740	338,430	250,649	166,557	108,081	94,607
Other Subsidies	181	35,215	34,615	39,400	-	-	-
Royalties for Regions	13,875	28,663	20,546	16,635	3,290	-	-
EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR							
Equity Contribution ^(c)	56,716	246,339	226,539	42,100	32,373	-	-
RATIOS							
Dividend Payout Ratio (%)	100	75	75	75	75	75	75
GOVERNMENT TRADING ENTERPRISE INFORMATION							
Revenue from Operations	339,644	421,686	442,526	511,309	577,385	668,637	609,427
Revenue from State Government	117,812	464,618	393,941	310,734	178,847	118,681	94,607
Total Expenses ^(d)	470,328	795,206	783,446	757,794	668,806	701,742	633,669
Total Borrowings	447,192	314,579	188,400	276,690	249,097	203,150	139,082
NET PROFIT AFTER TAX	(30,905)	28,343	38,051	48,966	65,606	61,837	52,207
CASH ASSETS ^(e)	77,244	133,772	121,481	252,269	262,129	302,902	328,013

(a) In determining the dividend payment to general government, Net Profit After Tax may be adjusted based on other factors as permitted by relevant legislation.

(b) Most Government Trading Enterprises (GTEs) will retain 2021-22 dividend payments to instead contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise and to Budget Paper No. 3 for further detail.

(c) The increase in equity contributions in the 2020-21 Budget and 2020-21 Estimated Actual reflects the \$212 million debt repayment by the Metropolitan Redevelopment Authority in 2020-21.

(d) Excludes current tax expense, deferred tax expense and dividends.

(e) As at 30 June each financial year.

Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the GTE's Income Statement since presentation of the 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Election Commitment					
Industrial Land Development Fund.....	-	(13,000)	(13,000)	(12,000)	(12,000)
Other					
2021-22 Dividend Retention	-	(64,572)	-	-	-
2021-22 to 2025-26 Strategic Development Plan.....	(948)	(9,866)	(52,488)	4,257	(35,771)
Residential Projects and Land Development for Social and Affordable Housing	-	(43,423)	16,071	25,317	20,127
Dixon Road Reserves Business Case.....		(500)			

Significant Issues Impacting the Government Trading Enterprise

Market Environment and Economic Conditions

1. Economic conditions and the impact of the COVID-19 pandemic will continue to have an impact on DevelopmentWA's performance. The State's economy has recovered faster than expected with a strong recovery in retail spending and business confidence, and increased activity in the residential construction sector. Both the State and global economies will shape DevelopmentWA's metropolitan, regional and industrial programs.
2. The outlook for the Western Australian property sector is continuing to improve with dwelling investment expected to strengthen considerably in the short to medium-term following the announcement of the Commonwealth and State Government's building construction grants. Higher levels of building activity are expected in the short-term due to extensions of time-to-build requirements for the building construction grants.

Machinery of Government Reforms

3. As part of the Housing Authority Machinery of Government (MoG) reforms, the Department of Communities' land development and related commercial functions have been transferred to DevelopmentWA. This realignment will bring greater transparency to commercial land transactions, and strategic alignment and efficiencies to land development activities. The transfer of assets and projects to effect the MoG, and resulting financial transactions are reflected in DevelopmentWA's financial statements.
4. These MoG reforms significantly increase DevelopmentWA's asset base, the number of projects being undertaken with private sector partners and the volume of residential lot sales. The transferring projects lift forecast revenue over the forward estimates period and provide DevelopmentWA with a more even distribution of residential land across the metropolitan area. This results in a greatly increased role for DevelopmentWA in asset management responsibilities over all undeveloped lots and undertaking a larger role in metropolitan and regional residential projects and land supply for social and affordable housing.
5. DevelopmentWA will have a greater role in the delivery of social housing across Western Australia. These changes will be actively managed through DevelopmentWA's integrated risk management approach, which includes maintaining strong relationships with project partners and developing robust governance and financial oversight for all projects.

Regional Development

6. Traditional models for land and housing delivery are being challenged in regional areas. Not-for-profit and community-based organisations are likely to play a larger role in the future provision of housing previously delivered by government agencies. The disparity between development costs for new housing (including land costs) and current market values in regional towns remains a challenge to population growth in regional Western Australia.

2021-22 Dividend Retention

7. DevelopmentWA will retain its forecast 2021-22 dividend payment of \$64.6 million to instead contribute to funding future infrastructure investment. The funds will be quarantined until the Government approves business cases for the strategic infrastructure requirements of DevelopmentWA.

Statement of Corporate Intent

The following performance information (financial and non-financial) is the subject of a Statement of Corporate Intent, signed by the Board, Minister and Treasurer.

Objectives, Outcomes and Key Performance Information

Relationship to Government Goals

Broad government goals are supported at GTE level by objectives and outcomes. The following table illustrates the relationship between the GTE's objectives and outcomes and the Government Goal it contributes to. The key performance indicators measure the extent of the impact of desired outcomes on the achievement of the GTE objectives.

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable service delivery.	A Highly Capable, Innovative Organisation.	1. High capability, excellent workforce, safe working environment, satisfied customers, innovative project outcomes
WA Jobs Plan: Local manufacturing and production, creating WA jobs and training for the jobs of the future.	Prosperous Industry.	2. Facilitating economic diversification and jobs growth in industrial areas throughout Western Australia
Growing Our Communities: Protecting our environment with thriving suburbs and regions.	Sustainable Communities.	3. Developing high-quality major projects, transport-oriented development, urban regeneration projects, rail station precincts and land for new communities
	Resilient Regions.	4. Working with stakeholders across the State to deliver projects and land for new communities which support regional economic development and job creation

Outcomes and Key Performance Indicators

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: High capability, excellent workforce, safe working environment, satisfied customers, innovative project outcomes:					
Percentage of revenue target achieved.....	90%	>90%	99%	>90%	
Staff retention	93.3%	>90%	91%	>90%	
Safe working environment: reportable lost time injury frequency rate	nil	<2	nil	<2	
Customer satisfaction rating: customers satisfied with overall purchase process	92.4%	>90%	95%	>90%	
Outcome: Facilitating economic diversification and jobs growth in industrial areas throughout Western Australia:					
Priority project development milestones met or exceeded	>90%	>90%	100%	>90%	
Sufficient developed lots (= 5 developed lots available and/or next stage ready for development in each of our key industrial estates).....	10 projects	>5	9 projects	>5	
Outcome: Developing high-quality major projects, transport-oriented development, urban regeneration projects, rail station precincts and land for new communities:					
Priority project development milestones met or exceeded (including land provided for social housing program).....	>90%	>90%	95%	>90%	
Redevelopment areas: continue to report annually against the key performance indicators set for redevelopment areas.....	n/a	Yes	Yes	Yes	1
Outcome: Working with stakeholders across the State to deliver projects and land for new communities which support regional economic development and job creation:					
Priority regional project development milestones met or exceeded	>90%	>90%	91%	>90%	

Explanation of Significant Movements

(Notes)

1. This key performance indicator was established upon merger of the Western Australian Land Authority and Metropolitan Redevelopment Authority and was not previously reported.

Asset Investment Program

1. DevelopmentWA's planned Asset Investment Program (AIP) for 2021-22 of \$402.2 million incorporates expenditure across a combination of development land releases and delivering infrastructure requirements. These include the COVID-19 Response, strategic site acquisitions, construction works and securing key approvals and design outcomes. The 2021-22 AIP will enable future land releases to meet the needs of Western Australian communities. The spend includes:
 - 1.1. \$54.2 million to be invested through the Industrial Lands Authority (ILA), providing land and infrastructure for strategic and general 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 including Peel Business Park Nambelup, 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. \$184.1 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;
 - 1.3. \$23.1 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 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; and
 - 1.4. \$51.1 million invested as part of COVID-19 Response. This includes a superyacht fabrication facility at the Australia 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 Australian Automation and Robotics Park, creation of the new Kemerton general industrial area and assisting the Nyamba Buru Yawuru in Broome with the delivery of two land development projects.
2. Over the forward estimates period, key Government commitments will be delivered, including a further \$9 million for the Peel Business Park, \$90.3 million for delivery of the Ocean Reef Marina and \$16 million for the creation of the Neerabup Australian Automation and Robotics Park (a northern suburbs technology park).

	Estimated Total Cost ^(a) \$'000	Estimated Expenditure to 30-6-21 ^(a) \$'000	2020-21 Estimated Expenditure ^(a) \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
WORKS IN PROGRESS							
COVID-19 Response							
Australian Marine Complex	30,000	3,200	3,200	23,631	3,169	-	-
Bentley Technology Park.....	7,500	50	50	2,750	3,980	720	-
East Keralup Economic Activation.....	8,654	3,500	3,500	5,154	-	-	-
East Perth Redevelopment.....	20,000	250	250	2,500	12,250	5,000	-
Hamilton Senior High School Redevelopment.....	2,150	550	550	1,600	-	-	-
Kemerton General Industrial Area	7,500	500	500	2,750	4,250	-	-
Neerabup Australian Automation and Robotics Park	20,000	105	105	3,895	11,700	4,300	-
Nyamba Buru Yawuru							
Bulky Goods Precinct	7,000	50	50	1,950	5,000	-	-
Health and Wellbeing Campus	7,000	100	100	6,900	-	-	-
Other Works in Progress							
Election Commitments							
Ocean Reef Marina.....	167,170	21,916	12,400	54,965	45,207	28,597	16,485
Peel Business Park, Nambelup	44,080	26,760	11,683	8,316	9,004	-	-
Forrestdale Business Park	39,550	16,501	9,001	19,849	3,200	-	-
Industry and Infrastructure Acquisition and Development	1,241,369	1,101,692	7,296	26,023	24,910	48,439	40,305
Metropolitan Program							
Alkimos Central.....	61,162	5,331	1,331	19,242	17,112	15,111	4,366
East Perth Power Station.....	29,949	4,827	3,150	12,450	11,672	1,000	-
Metropolitan Land Acquisition and Development.....	2,092,473	1,804,356	52,254	69,612	60,630	69,853	87,912
Subi East Precinct	130,135	55,375	33,390	27,794	22,311	14,338	10,317
Regional Program - Regional Land Acquisition and Development.....							
	1,665,761	1,594,380	7,284	23,052	16,237	21,127	10,965
NEW WORKS							
Residential Projects and Land Development for Social and Affordable Housing	747,084	110,885	110,885	89,800	142,607	225,918	177,874
Total Cost of Asset Investment Program	6,328,537	4,750,328	256,979	402,233	393,239	434,403	348,224
FUNDED BY							
Borrowings			11,891	230,081	13,948	-	110,428
Funding Included in Department of Treasury Administered Item.....							
			15,000	40,500	32,373	-	-
Drawdowns from Royalties for Regions Fund			17,872	16,635	3,290	-	-
Other			212,216	115,017	343,628	434,403	237,796
Total Funding.....			256,979	402,233	393,239	434,403	348,224

(a) The Estimated Total Cost, Estimated Expenditure to 30-6-21 and 2020-21 Estimated Expenditure financial data has been recast and revised for comparative purposes due to Machinery of Government changes (which took effect from 1 July 2021) to transfer commercial land development functions from the Housing Authority to DevelopmentWA.

Financial Statements

INCOME STATEMENT (a) (b) (Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
REVENUE							
Revenue from operations							
Sale of goods and services (c)	295,133	395,612	411,028	481,078	535,898	642,944	577,881
Other revenue (d)	41,250	25,759	31,183	30,231	41,487	25,693	31,546
Revenue from government							
Operating subsidies	103,756	400,740	338,430	250,649	166,557	108,081	94,607
Capital subsidies	-	-	350	4,050	9,000	10,600	-
Royalties for Regions	13,875	28,663	20,546	16,635	3,290	-	-
Resources received free of charge	181	315	315	-	-	-	-
Other subsidies	-	34,900	34,300	39,400	-	-	-
TOTAL REVENUE	454,195	885,989	836,152	822,043	756,232	787,318	704,034
Expenses							
Employee benefits (e)	33,053	35,381	35,381	35,800	36,339	37,035	36,102
Grants and subsidies	-	13,900	12,000	2,797	463	-	-
Supplies and services	24,249	8,511	14,783	10,528	12,261	60,758	29,331
Accommodation	12,836	13,767	14,539	13,595	13,679	12,221	12,493
Depreciation and amortisation	79,736	20,987	27,827	20,019	19,514	18,928	18,681
Finance and interest costs	11,994	9,275	8,473	5,749	5,736	5,648	4,042
Cost of land sold	215,948	546,649	470,030	455,505	419,999	403,515	378,386
Other expenses (f)	92,512	146,736	200,413	219,634	161,684	163,639	156,523
TOTAL EXPENSES	470,328	795,206	783,446	757,794	668,806	701,742	633,669
NET PROFIT/(LOSS) BEFORE TAX	(16,133)	90,783	52,706	64,249	87,426	85,576	70,365
National Tax Equivalent Regime							
Current tax equivalent expense	12,726	62,440	14,655	15,283	21,820	23,739	18,158
Deferred tax equivalent expense	2,046	-	-	-	-	-	-
NET PROFIT/(LOSS) AFTER TAX	(30,905)	28,343	38,051	48,966	65,606	61,837	52,207
Dividends	28,612	150,607	192,678	-	27,662	38,181	41,585

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

(b) The 2019-20 Actual, 2020-21 Budget and 2020-21 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes to transfer commercial land development functions from the Housing Authority to DevelopmentWA.

(c) Sales of goods and services includes the sale of land and rental income on land and property assets.

(d) Other revenue primarily relates to developer contribution receipts received through the Metropolitan Redevelopment Authority and project management fees earned.

(e) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 239, 218 and 225 respectively.

(f) Other expenses include land tax and other State taxes, developer contribution expenses and non-staff corporate overheads.

STATEMENT OF FINANCIAL POSITION (a) (b)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	35,866	95,725	80,480	149,650	159,510	200,283	221,518
Cash assets - Retained dividends	-	-	-	64,572	64,572	64,572	64,572
Restricted cash.....	4,445	1,114	1,114	1,114	1,114	1,114	1,114
Receivables.....	56,459	72,951	45,161	99,780	140,284	61,913	43,242
Inventories - Land and Development.....	307,544	287,479	607,189	611,089	740,355	778,082	833,090
Other.....	44,095	38,799	32,809	34,156	37,604	38,997	40,033
Total current assets.....	448,409	496,068	766,753	960,361	1,143,439	1,144,961	1,203,569
NON-CURRENT ASSETS							
Property, plant and equipment.....	523,052	505,182	507,576	489,069	470,450	467,968	455,431
Intangibles	4	-	-	-	-	-	-
Receivables.....	28,503	21,758	14,169	8,998	11,202	26,123	14,123
Inventories - Land and Development.....	567,149	586,652	715,214	657,142	533,862	493,233	453,953
Restricted cash.....	36,933	36,933	39,887	36,933	36,933	36,933	40,809
Other.....	82,199	116,023	116,023	116,023	110,633	110,633	110,633
Total non-current assets.....	1,237,840	1,266,548	1,392,869	1,308,165	1,163,080	1,134,890	1,074,949
TOTAL ASSETS.....	1,686,249	1,762,616	2,159,622	2,268,526	2,306,519	2,279,851	2,278,518
CURRENT LIABILITIES							
Employee provisions.....	7,231	8,198	8,198	8,290	8,382	8,476	8,476
Payables.....	9,164	15,631	25,388	20,788	20,673	13,321	33,438
Borrowings and leases	260,552	127,926	58,220	42,842	80,096	192,422	128,341
Other.....	42,763	42,107	42,107	24,125	28,859	20,697	20,412
Total current liabilities.....	319,710	193,862	133,913	96,045	138,010	234,916	190,667
NON-CURRENT LIABILITIES							
Employee provisions.....	4,804	5,209	5,209	5,247	5,286	5,326	5,326
Borrowings and leases	203,273	201,227	144,754	246,683	181,137	19,412	18,711
Other.....	39,253	33,866	48,199	36,776	36,776	46,770	53,427
Total non-current liabilities.....	247,330	240,302	198,162	288,706	223,199	71,508	77,464
TOTAL LIABILITIES.....	567,040	434,164	332,075	384,751	361,209	306,424	268,131
NET ASSETS.....	1,119,209	1,328,452	1,827,547	1,883,775	1,945,310	1,973,427	2,010,387
EQUITY (c)							
Contributed equity.....	866,908	1,215,502	1,750,117	1,787,304	1,821,356	1,840,069	1,878,120
Accumulated surplus/(deficit).....	252,231	112,880	77,360	96,401	123,884	133,288	132,197
Reserves	70	70	70	70	70	70	70
TOTAL EQUITY.....	1,119,209	1,328,452	1,827,547	1,883,775	1,945,310	1,973,427	2,010,387

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

(b) The 2019-20 Actual, 2020-21 Budget and 2020-21 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes to transfer commercial land development functions from the Housing Authority to DevelopmentWA.

(c) Housing Authority commercial land development functions and assets were transferred to DevelopmentWA on 1 July 2021, which has impacted DevelopmentWA's recognition of equity.

STATEMENT OF CASHFLOWS (a) (b)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM OPERATING ACTIVITIES							
Receipts							
Sale of goods and services.....	240,692	330,830	391,668	425,808	469,357	620,530	550,289
GST receipts	37,326	44,060	44,060	73,220	75,505	80,859	27,871
Other receipts (c).....	82,737	89,455	90,826	80,256	135,467	132,509	92,286
Payments							
Employee benefits.....	(32,290)	(39,211)	(39,211)	(39,703)	(40,318)	(41,091)	(36,152)
Supplies and services	(31,098)	(9,255)	(15,527)	(11,245)	(12,917)	(8,514)	(7,265)
Accommodation (d).....	(5,605)	(4,996)	(4,994)	(5,124)	(5,539)	(5,804)	(3,779)
GST payments	(39,900)	(47,436)	(47,436)	(73,413)	(71,787)	(82,867)	(27,871)
Finance and interest costs.....	(12,651)	(9,560)	(8,758)	(5,813)	(5,736)	(5,648)	(4,042)
Payment for the purchase of inventories	(195,241)	(407,424)	(252,446)	(401,260)	(392,563)	(420,116)	(344,101)
Other payments (e).....	(94,723)	(229,366)	(270,425)	(318,509)	(266,144)	(228,012)	(190,384)
Net cash from operating activities	(50,753)	(282,903)	(112,243)	(275,783)	(114,675)	41,846	56,852
CASHFLOWS FROM INVESTING ACTIVITIES							
Receipts							
Proceeds from sale of non-current assets.....	-	-	-	1,858	-	-	-
Payments							
Purchase of non-current assets	(9,888)	(2,139)	(4,533)	(300)	(653)	(300)	-
Net cash from investing activities.....	(9,888)	(2,139)	(4,533)	1,558	(653)	(300)	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Receipts							
Proceeds from borrowings.....	78,702	96,677	46,641	230,081	55,692	128,810	46,893
Payments							
Repayment of borrowings and leases.....	(107,277)	(231,323)	(307,466)	(144,208)	(85,741)	(175,580)	(111,675)
Net cash from financing activities.....	(28,575)	(134,646)	(260,825)	85,873	(30,049)	(46,770)	(64,782)
CASHFLOWS FROM STATE GOVERNMENT							
Receipts							
Capital subsidies.....	-	-	350	4,050	9,000	10,600	-
Operating subsidies.....	103,756	400,741	338,431	250,649	166,557	108,081	94,607
Royalties for Regions	13,875	28,663	20,546	16,635	3,290	-	-
Equity contributions.....	56,716	246,339	226,539	42,100	32,373	-	-
Other subsidies	-	34,900	34,300	39,400	-	-	-
Payments							
Dividends to government.....	(28,612)	(150,607)	(192,678)	-	(27,662)	(38,181)	(41,585)
National Tax Equivalent Regime - Income tax...	(13,506)	(65,039)	(15,996)	(13,942)	(22,341)	(23,762)	(18,158)
Local Government Rates Equivalent.....	(7,975)	(7,264)	(8,036)	(8,266)	(8,440)	(8,436)	(8,715)
Receipts paid into Consolidated Account.....	(21,405)	(22,095)	(5,523)	(14,866)	(11,000)	-	-
Net cash provided to State Government.....	(102,849)	(465,638)	(397,933)	(315,760)	(141,777)	(48,302)	(26,149)
NET INCREASE/(DECREASE) IN CASH HELD							
	13,633	45,950	20,332	127,408	(3,600)	43,078	18,219
Cash assets at the beginning of the reporting period	63,611	87,822	77,244	121,481	252,269	262,129	302,902
Net cash transferred to/from other agencies	-	-	23,905	3,380	13,460	(2,305)	6,892
Cash assets at the end of the reporting period	77,244	133,772	121,481	252,269	262,129	302,902	328,013

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

(b) The 2019-20 Actual, 2020-21 Budget and 2020-21 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes to transfer commercial land development functions from the Housing Authority to DevelopmentWA.

(c) Other receipts are primarily related to GST receipts, with an offsetting balance included in Other payments.

(d) Payment of Local Government Rates Equivalent is included within Accommodation expense on the Income Statement, however within the Statement of Cashflows this is recorded as a payment to State Government and not as a payment from operating activities.

(e) Other payments include land tax and other State taxes, partnership management and sales fees, GST payments and non-staff related corporate expenses.

**RECONCILIATION RELATING TO RESIDENTIAL PROJECTS AND LAND DEVELOPMENT
FOR SOCIAL AND AFFORDABLE HOUSING ^{(a) (b)}**

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
REVENUE							
Sale of Goods.....	83,088	153,885	197,323	194,691	237,958	316,800	253,527
Sales of Goods - Department of Communities ...	-	-	-	19,345	41,024	55,360	44,490
Operating subsidies.....	22,500	22,500	22,500	57,009	22,500	22,500	22,500
TOTAL REVENUE	105,588	176,385	219,823	271,045	301,482	394,660	320,517
EXPENSES							
Cost of Land Sold.....	38,216	99,997	110,090	124,102	165,653	197,611	180,955
Cost of Goods Sold	-	-	-	-	-	53,217	22,066
Land Tax	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Stamp Duty.....	-	-	-	34,509	-	-	-
Other expenses	6,455	22,509	34,295	46,147	53,258	58,866	53,938
TOTAL EXPENSES	67,171	145,006	166,885	227,258	241,411	332,194	279,459
National Tax Equivalent Regime	11,525	10,974	13,640	11,728	17,129	17,840	11,409
Dividends.....	20,169	19,204	23,870	-	21,442	29,977	31,218
Total cash returned to Government.....	31,694	30,178	37,510	11,728	38,571	47,817	42,627
BALANCE SHEET							
Restricted cash.....	27,226	34,101	34,145	110,583	147,142	185,901	207,239
Inventories.....	454,412	439,363	454,837	471,927	479,974	477,639	445,941

(a) Table represents the assets transferred from the Housing Authority as part of the Machinery of Government changes and is a subset of the preceding financial statements.

(b) The 2019-20 Actual, 2020-21 Budget and 2020-21 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes to transfer commercial land development functions from the Housing Authority to DevelopmentWA.

Division 47 Heritage Council of Western Australia

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 88 Net amount appropriated to deliver services	1,390	1,377	1,377	1,606	1,526	1,540	1,555
Total appropriations provided to deliver services	1,390	1,377	1,377	1,606	1,526	1,540	1,555
TOTAL APPROPRIATIONS	1,390	1,377	1,377	1,606	1,526	1,540	1,555
EXPENSES							
Total Cost of Services	1,407	1,917	1,800	2,953	1,526	1,540	1,555
Net Cost of Services (a) (b)	1,244	1,917	1,800	2,953	1,526	1,540	1,555
CASH ASSETS (c)	7,753	7,213	7,330	6,453	6,453	6,453	6,453

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget may have increased the Net Cost of Services compared to previously published Budgets.

(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 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Ongoing Initiative					
Conservation Works - Parry Street Precinct	(194)	664	-	-	-
Other					
2021-22 Streamlined Budget Process Incentive Funding	-	15	-	-	-
Council Member Sitting Fees	77	77	76	76	76
Transfer of Local Jobs Grant Budget from Department of Planning, Lands and Heritage	-	60	60	60	60

Significant Issues Impacting the Agency

Heritage Grants Program

1. 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 of Planning, Lands and Heritage, supports the sustainability of heritage places. The Heritage Grants Program promotes informed conservation as well as projects and events that celebrate places on the State Register of Heritage Places while creating jobs in trades and heritage professions.

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 Council's services, the desired outcomes and the relevant Government Goal. 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
Growing Our Communities: Protecting our environment with thriving suburbs and 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	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Cultural Heritage Conservation Services....	1,407	1,917	1,800	2,953	1,526	1,540	1,555
Total Cost of Services.....	1,407	1,917	1,800	2,953	1,526	1,540	1,555

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20	2020-21	2020-21	2021-22	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Conservation of cultural heritage places in Western Australia for the benefit of present and future generations:					
Extent to which development approvals issued for registered places are consistent with the Council's advice to decision-making authorities	99%	100%	100%	100%	
Percentage of additional private investment generated from grant-assisted conservation projects	48%	100%	230%	150%	1

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

Explanation of Significant Movements

(Notes)

- The Heritage Grants Program was previously capped at \$100,000 per applicant. In 2020-21, for the first time in over a decade, this cap was reduced to \$40,000 to deliver funds to more applicants. As reflected in the 2020-21 Estimated Actual, a lowered cap resulted in a higher ratio of private investment to grant funds paid, with one project contributing 13.6 times more than the grant provided. The 2021-22 Budget Target has been set largely based on the estimated greater contributions by grant recipients in line with the 2020-21 Estimated Actual.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 1,407	\$'000 1,917	\$'000 1,800	\$'000 2,953	1
Less Income	163	nil	nil	nil	
Net Cost of Service	1,244	1,917	1,800	2,953	
Efficiency Indicators					
Average number of days to make preliminary determinations.....	34	60	47	50	2

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between the 2020-21 Estimated Actual and the 2021-22 Budget Target is largely attributed to the conservation works at the Parry Street Precinct as part of the COVID-19 Response.
2. The 2020-21 Estimated Actual is lower than the 2020-21 Budget mainly due to the completion of two preliminary determinations in less than 20 days. While the 60 day target reflects the statutory requirement, the 2021-22 Budget Target has been set based on past results where targets have been consistently achieved.

Financial Statements

Income Statement

Expenses

- The increase in Total Cost of Services between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate is largely attributable to the additional net spend on conservation works at the Parry Street Precinct.

Statement of Financial Position

- The reduction in restricted cash balances between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate is due to the use of these cash balances to undertake conservation works at the Parry Street Precinct.

Statement of Cashflows

- Net cash provided by State Government has increased by \$0.7 million mainly due to an appropriation to fund the increase in Council Members sitting fees and a contribution from the Department of Planning, Lands and Heritage towards the Parry Street Precinct.

INCOME STATEMENT ^(a) (Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits	22	32	32	32	32	32	32
Grants and subsidies ^(b)	1,221	1,221	1,221	1,281	1,281	1,281	1,281
Supplies and services	154	496	379	1,471	178	178	178
Other expenses	10	168	168	169	35	49	64
TOTAL COST OF SERVICES	1,407	1,917	1,800	2,953	1,526	1,540	1,555
Income							
Other revenue	163	-	-	-	-	-	-
Total Income	163	-	-	-	-	-	-
NET COST OF SERVICES ^(c)	1,244	1,917	1,800	2,953	1,526	1,540	1,555
INCOME FROM STATE GOVERNMENT							
Service appropriations	1,390	1,377	1,377	1,606	1,526	1,540	1,555
Other revenues	-	-	-	470	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	1,390	1,377	1,377	2,076	1,526	1,540	1,555
SURPLUS/(DEFICIENCY) FOR THE PERIOD	146	(540)	(423)	(877)	-	-	-

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

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

(c) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have moved all revenue received from Government out of the calculation of Net Cost of Services and into Income from State Government. This may have increased the Net Cost of Services compared to previously published Budgets.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Heritage Grants Program	1,221	1,221	1,221	1,221	1,221	1,221	1,221
Local Government and Tourism	-	-	-	60	60	60	60
TOTAL	1,221	1,221	1,221	1,281	1,281	1,281	1,281

**STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)**

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets	951	951	874	951	951	951	951
Restricted cash	6,802	6,262	6,456	5,502	5,502	5,502	5,502
Receivables	1	1	1	1	1	1	1
Total current assets	7,754	7,214	7,331	6,454	6,454	6,454	6,454
CURRENT LIABILITIES							
Payables	249	249	249	249	249	249	249
Total current liabilities	249	249	249	249	249	249	249
EQUITY							
Contributed equity	(5,282)	(5,282)	(5,282)	(5,282)	(5,282)	(5,282)	(5,282)
Accumulated surplus/(deficit)	12,787	12,247	12,364	11,487	11,487	11,487	11,487
Total equity	7,505	6,965	7,082	6,205	6,205	6,205	6,205
TOTAL LIABILITIES AND EQUITY	7,754	7,214	7,331	6,454	6,454	6,454	6,454

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

STATEMENT OF CASHFLOWS (a) (b)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	1,390	1,377	1,377	1,606	1,526	1,540	1,555
Other.....	-	-	-	470	-	-	-
Net cash provided by State Government	1,390	1,377	1,377	2,076	1,526	1,540	1,555
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(23)	(32)	(32)	(32)	(32)	(32)	(32)
Grants and subsidies	(1,826)	(1,221)	(1,221)	(1,281)	(1,281)	(1,281)	(1,281)
Supplies and services.....	(158)	(496)	(379)	(1,471)	(178)	(178)	(178)
GST payments.....	(174)	-	-	-	-	-	-
Other payments	(11)	(168)	(168)	(169)	(35)	(49)	(64)
Receipts							
GST receipts.....	194	-	-	-	-	-	-
Net cash from operating activities.....	(1,998)	(1,917)	(1,800)	(2,953)	(1,526)	(1,540)	(1,555)
Cash assets at the beginning of the reporting period	8,361	7,753	7,753	7,330	6,453	6,453	6,453
Cash assets at the end of the reporting period	7,753	7,213	7,330	6,453	6,453	6,453	6,453

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

(b) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* implemented since the 2020-21 Budget have reclassified revenue received from Government from the Cashflows from Operating Activities category to the Cashflows from State Government category. This may have changed the Net cash provided by State Government and Net cash from operating activities compared to previously published Budgets.

Division 48 National Trust of Australia (WA)

Part 11 Planning and Land Use

Appropriations, Expenses and Cash Assets

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 89 Net amount appropriated to deliver services	3,404	3,457	3,457	3,184	3,185	3,218	3,262
Total appropriations provided to deliver services	3,404	3,457	3,457	3,184	3,185	3,218	3,262
CAPITAL							
Item 150 Capital Appropriation	435	435	435	435	435	435	435
TOTAL APPROPRIATIONS	3,839	3,892	3,892	3,619	3,620	3,653	3,697
EXPENSES							
Total Cost of Services	6,307	7,897	6,244	6,203	7,875	7,933	7,977
Net Cost of Services ^(a) ^(b)	4,149	3,626	3,626	3,227	3,228	3,261	3,305
CASH ASSETS ^(c)	4,231	4,231	4,231	4,031	3,831	3,631	3,431

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget may have increased the Net Cost of Services compared to previously published Budgets.

(b) Represents Total Cost of Services (expenses) less retained revenues applied to the Trust'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 Trust's Income Statement since presentation of the 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
2021-22 Streamlined Budget Process Incentive Funding	-	26	-	-	-

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. Management of the conservation works program will remain a priority to revitalise and activate these properties to enable better outcomes for 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. The increased focus on community services and engagement will see the Trust place greater emphasis on providing additional events and other community engagement activities.
3. The Trust will continue to promote public investment in heritage through its community-based public tax-deductible appeals, its focus on Aboriginal heritage and its natural heritage conservation and stewardship programs.
4. The Trust will continue to enhance its volunteer programs to assist with the activation of National 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 Trust's services, the desired outcomes and the relevant Government Goal. 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
Growing Our Communities: Protecting our environment with thriving suburbs and regions.	Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future.	1. Conservation and Management of Built Heritage 2. Heritage Services to the Community

Service Summary

Expense	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Conservation and Management of Built Heritage	3,829	3,938	3,588	3,564	4,525	4,558	4,584
2. Heritage Services to the Community	2,478	3,959	2,656	2,639	3,350	3,375	3,393
Total Cost of Services.....	6,307	7,897	6,244	6,203	7,875	7,933	7,977

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 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	2%	2%	2%	1.8%	
Number of people accessing, engaging, attending Trust places and receiving heritage services	18,659	19,336	23,296	20,150	1

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

Explanation of Significant Movements

(Notes)

1. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget is primarily due to the reduced number of Trust places closed as a result of the COVID-19 pandemic.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 3,829	\$'000 3,938	\$'000 3,588	\$'000 3,564	
Less Income ^(a)	1,380	2,731	1,674	1,903	
Net Cost of Service	2,449	1,207	1,914	1,661	
Employees (Full-Time Equivalents)	13	13	12	13	
Efficiency Indicators					
Average operating cost per place managed	\$36,467	\$37,505	\$32,377	\$33,623	1

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. The decrease in the 2020-21 Estimated Actual cost compared to 2020-21 Budget is as a result of an increase in the number of Trust places.

2. Heritage Services to the Community

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 2,478	\$'000 3,959	\$'000 2,656	\$'000 2,639	1
Less Income ^(a)	778	1,540	944	1,073	
Net Cost of Service	1,700	2,419	1,712	1,566	
Employees (Full-Time Equivalents)	15	15	14	14	
Efficiency Indicators					
Average operating cost per person accessing, engaging, attending trust places and heritage services provided.....	\$133	\$205	\$109	\$131	2

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

- The decrease in the 2020-21 Estimated Actual amount compared to the 2020-21 Budget amount is due to the treatment of expenditure with the implementation of the new AASB 15: *Revenue from Contracts with Customers* and AASB 1058: *Income of Not-for-Profit Entities* Standards.
- The decrease in the 2020-21 Estimated Actual cost compared to 2020-21 Budget is as a result of an increase in the number of visitations to heritage places.

Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-21 \$'000	2020-21 Estimated Expenditure \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement 2020-21 Program	50	50	50	-	-	-	-
Property Restoration							
2020-21 Program	650	650	650	-	-	-	-
Collie Roundhouse Restoration	999	999	857	-	-	-	-
Lotterywest Conservation Project	1,974	1,974	528	-	-	-	-
NEW WORKS							
Asset Replacement							
2021-22 Program	50	-	-	50	-	-	-
2022-23 Program	50	-	-	-	50	-	-
2023-24 Program	50	-	-	-	-	50	-
2024-25 Program	50	-	-	-	-	-	50
Property Restoration							
2021-22 Program	650	-	-	650	-	-	-
2022-23 Program	650	-	-	-	650	-	-
2023-24 Program	650	-	-	-	-	650	-
2024-25 Program	650	-	-	-	-	-	650
Total Cost of Asset Investment Program	6,473	3,673	2,085	700	700	700	700
FUNDED BY							
Capital Appropriation			435	435	435	435	435
Drawdowns from the Holding Account			265	265	265	265	265
Other			1,155	-	-	-	-
Other Grants and Subsidies			230	-	-	-	-
Total Funding			2,085	700	700	700	700

Financial Statements

INCOME STATEMENT ^(a)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	2,981	2,904	2,904	2,902	2,932	2,974	3,002
Supplies and services	1,762	3,124	1,471	1,446	3,088	3,104	3,120
Accommodation	310	383	383	383	383	383	383
Depreciation and amortisation	634	655	655	655	655	655	655
Other expenses	620	831	831	817	817	817	817
TOTAL COST OF SERVICES	6,307	7,897	6,244	6,203	7,875	7,933	7,977
Income							
Sale of goods and services	16	200	200	200	200	200	200
Grants and subsidies	426	-	-	-	-	-	-
Other revenue	1,716	4,071	2,418	2,776	4,447	4,472	4,472
Total Income	2,158	4,271	2,618	2,976	4,647	4,672	4,672
NET COST OF SERVICES ^(c)	4,149	3,626	3,626	3,227	3,228	3,261	3,305
INCOME FROM STATE GOVERNMENT							
Service appropriations	3,404	3,457	3,457	3,184	3,185	3,218	3,262
Other revenues	1,124	1,281	1,511	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	4,528	4,738	4,968	3,184	3,185	3,218	3,262
SURPLUS/(DEFICIENCY) FOR THE PERIOD	379	1,112	1,342	(43)	(43)	(43)	(43)

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 28, 26 and 27 respectively.

(c) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have moved all revenue received from Government out of the calculation of Net Cost of Services and into Income from State Government. This may have increased the Net Cost of Services compared to previously published Budgets.

STATEMENT OF FINANCIAL POSITION (a)
(Controlled)

	2019-20	2020-21	2020-21 Estimated	2021-22 Budget	2022-23 Forward	2023-24 Forward	2024-25 Forward
	Actual	Budget	Actual	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	2,066	2,066	2,066	2,066	2,066	1,866	1,666
Restricted cash.....	2,165	2,165	2,165	1,965	1,765	1,765	1,765
Holding account receivables.....	265	265	265	265	265	265	265
Receivables.....	250	202	202	154	106	58	58
Other.....	52	52	52	52	52	52	52
Total current assets.....	4,798	4,750	4,750	4,502	4,254	4,006	3,806
NON-CURRENT ASSETS							
Holding account receivables.....	3,083	3,473	3,473	3,863	4,253	4,643	5,033
Property, plant and equipment.....	101,153	103,957	102,588	102,638	102,688	102,738	103,438
Intangibles.....	215	58	215	215	215	215	215
Other.....	93	93	93	93	93	93	93
Total non-current assets.....	104,544	107,581	106,369	106,809	107,249	107,689	108,779
TOTAL ASSETS.....	109,342	112,331	111,119	111,311	111,503	111,695	112,585
CURRENT LIABILITIES							
Employee provisions.....	725	725	725	725	725	725	725
Payables.....	163	173	163	163	163	-	-
Other.....	1,247	2,524	1,247	1,047	847	810	1,308
Total current liabilities.....	2,135	3,422	2,135	1,935	1,735	1,535	2,033
NON-CURRENT LIABILITIES							
Employee provisions.....	101	101	101	101	101	101	101
Other.....	986	-	986	986	986	986	986
Total non-current liabilities.....	1,087	101	1,087	1,087	1,087	1,087	1,087
TOTAL LIABILITIES.....	3,222	3,523	3,222	3,022	2,822	2,622	3,120
EQUITY							
Contributed equity.....	28,316	28,317	28,751	29,186	29,621	30,056	30,491
Accumulated surplus/(deficit).....	57,234	58,037	58,576	58,533	58,490	58,447	58,404
Reserves.....	20,570	22,454	20,570	20,570	20,570	20,570	20,570
Total equity.....	106,120	108,808	107,897	108,289	108,681	109,073	109,465
TOTAL LIABILITIES AND EQUITY.....	109,342	112,331	111,119	111,311	111,503	111,695	112,585

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

STATEMENT OF CASHFLOWS (a) (b)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	2,749	2,802	2,802	2,529	2,530	2,563	2,607
Capital appropriation.....	435	435	435	435	435	435	435
Holding account drawdowns.....	265	265	265	265	265	265	265
Other.....	1,124	1,281	1,511	-	-	-	-
Net cash provided by State Government	4,573	4,783	5,013	3,229	3,230	3,263	3,307
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(2,790)	(2,897)	(2,897)	(2,895)	(2,925)	(2,967)	(2,995)
Supplies and services.....	(1,799)	(3,287)	(3,287)	(3,262)	(3,251)	(3,267)	(3,283)
Accommodation.....	(502)	(366)	(366)	(366)	(366)	(366)	(366)
GST payments.....	(396)	(270)	(270)	(270)	(270)	(270)	(270)
Other payments.....	(1,206)	(708)	(708)	(694)	(694)	(694)	(694)
Receipts ^(b)							
Grants and subsidies	426	-	-	-	-	-	-
Sale of goods and services.....	16	200	200	200	200	200	200
GST receipts.....	417	270	270	270	270	270	270
Other receipts	1,659	4,130	4,130	4,288	4,306	4,331	4,331
Net cash from operating activities.....	(4,175)	(2,928)	(2,928)	(2,729)	(2,730)	(2,763)	(2,807)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(1,140)	(1,855)	(2,085)	(700)	(700)	(700)	(700)
Net cash from investing activities	(1,140)	(1,855)	(2,085)	(700)	(700)	(700)	(700)
Cash assets at the beginning of the reporting period	4,973	4,231	4,231	4,231	4,031	3,831	3,631
Cash assets at the end of the reporting period	4,231	4,231	4,231	4,031	3,831	3,631	3,431

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

(b) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* implemented since the 2020-21 Budget have reclassified revenue received from Government from the Cashflows from Operating Activities category to the Cashflows from State Government category. This may have changed the Net cash provided by State Government and Net cash from operating activities compared to previously published Budgets.