

Part 4

Jobs and Economic Development

Introduction

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

Summary of Recurrent and Asset Investment Expenditure

Agency	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Jobs, Tourism, Science and Innovation		
– Total Cost of Services	342,026	366,718
– Asset Investment Program	3,368	1,029
Primary Industries and Regional Development		
– Total Cost of Services	460,813	591,834
– Asset Investment Program	18,330	45,469
Mines, Industry Regulation and Safety		
– Total Cost of Services	296,861	302,109
– Asset Investment Program	3,628	7,542
Western Australian Meat Industry Authority		
– Asset Investment Program	450	450
Small Business Development Corporation		
– Total Cost of Services	14,860	17,802
– Asset Investment Program	275	140

Agency	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Rural Business Development Corporation		
– Total Cost of Services	437	594
Economic Regulation Authority		
– Total Cost of Services	16,076	15,533
– Asset Investment Program	63	-
Energy Policy WA		
– Total Cost of Services	18,205	26,969
– Asset Investment Program	225	300
Infrastructure WA		
– Total Cost of Services	5,693	5,617
Forest Products Commission		
– Asset Investment Program	40	8,583
Racing and Wagering Western Australia		
– Asset Investment Program	18,321	11,641
Western Australian Greyhound Racing Association		
– Asset Investment Program	240	300
Burswood Park Board		
– Asset Investment Program	260	5,027

Ministerial Responsibilities

Minister	Agency	Services
Deputy Premier; Minister for Health; Medical Research; State Development, Jobs and Trade; Science Minister for Tourism; Culture and the Arts; Heritage Minister for Disability Services; Fisheries; Innovation and ICT; Seniors and Ageing Minister for Regional Development; Agriculture and Food; Hydrogen Industry Minister for Police; Road Safety; Defence Industry; Veterans Issues	Jobs, Tourism, Science and Innovation	<ol style="list-style-type: none"> 1. International Engagement, Trade and Investment 2. Project Facilitation 3. Industry Development 4. Science and Innovation 5. Destination Marketing 6. Event Tourism 7. Tourism Destination Development
Minister for Regional Development; Agriculture and Food; Hydrogen Industry Minister for Disability Services; Fisheries; Innovation and ICT; Seniors and Ageing	Primary Industries and Regional Development	<ol style="list-style-type: none"> 1. Regional Industry and Community Development Investment Facilitation 2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions 3. Regional Technical and Technological Development 4. Regional Skills and Knowledge Development 5. Regional Social Amenity Development 6. Agricultural and Fisheries Biosecurity and Integrity 7. Agricultural and Fisheries Natural Resource Management
Minister for Mines and Petroleum; Energy; Corrective Services Minister for Environment; Climate Action; Commerce Minister for Mental Health; Aboriginal Affairs; Industrial Relations	Mines, Industry Regulation and Safety	<ol style="list-style-type: none"> 1. Resources Advice and Regulation 2. Industry Advice and Regulation 3. Safety and Labour Relations Advice and Regulation
Minister for Regional Development; Agriculture and Food; Hydrogen Industry	Western Australian Meat Industry Authority	n/a
	Rural Business Development Corporation	<ol style="list-style-type: none"> 1. Farm Business Development
Minister for Emergency Services; Racing and Gaming; Small Business; Volunteering	Small Business Development Corporation	<ol style="list-style-type: none"> 1. Information, Guidance, Referral and Business Development Services 2. Access to Justice for Small Business
	Racing and Wagering Western Australia	n/a
	Western Australian Greyhound Racing Association	n/a
	Burswood Park Board	n/a
Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations	Economic Regulation Authority	<ol style="list-style-type: none"> 1. Submissions to the Economic Regulation Authority Governing Body
Minister for Mines and Petroleum; Energy; Corrective Services	Energy Policy WA	<ol style="list-style-type: none"> 1. Development and Implementation of Energy Policy
Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations	Infrastructure WA	<ol style="list-style-type: none"> 1. Development of the State Infrastructure Strategy
Minister for Water; Forestry; Youth	Forest Products Commission	n/a

Division 14 Jobs, Tourism, Science and Innovation

Part 4 Jobs and Economic Development

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 41 Net amount appropriated to deliver services	156,416	236,309	340,931	248,494	210,852	188,955	182,970
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	1,502	1,508	1,508	1,520	1,533	1,538	1,543
Total appropriations provided to deliver services	157,918	237,817	342,439	250,014	212,385	190,493	184,513
ADMINISTERED TRANSACTIONS							
Item 42 Amount provided for Administered Grants, Subsidies and Other Transfer Payments ^(a)	22,579	22,970	23,489	24,768	21,816	22,102	10,410
CAPITAL							
Item 119 Capital Appropriation ^(b)	251	11,597	3,485	1,646	3,696	3,697	3,697
TOTAL APPROPRIATIONS	180,748	272,384	369,413	276,428	237,897	216,292	198,620
EXPENSES							
Total Cost of Services	199,722	295,341	342,026	366,718	260,687	219,827	209,976
Net Cost of Services ^{(c) (d)}	193,892	289,238	338,092	352,703	254,848	213,938	204,787
CASH ASSETS ^(e)	32,488	10,631	62,421	15,069	11,487	10,095	10,285

(a) Responsibility for the Veterans Issues portfolio, including the provision of administrative support for the Anzac Day Trust, was transferred from the Department of Communities with effect from 1 July 2020. The 2019-20 Actual has been recast for comparability purposes.

(b) Additional capital appropriation is provided to fund lease repayments and is not reflected in the Asset Investment Program.

(c) 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.

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

(e) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Department's Income Statement since presentation of the 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 Commitments					
Aboriginal Tourism Fund	-	3,650	4,700	5,870	5,780
Global Advanced Manufacturing Hub	-	1,000	1,000	-	-
Industry Attraction and Development Fund - Collie	-	531	469	-	-
Investment Attraction and New Industries Fund	-	25,000	25,000	25,000	25,000
Local Manufacturing Investment Fund	-	7,500	7,500	-	-
Oakajee Strategic Industrial Area Access Road	-	7,500	-	-	-
Perth Observatory	-	400	400	400	400
WA Jobs Taskforce	-	1,246	1,263	1,282	1,305
Wind Turbine Manufacturing	-	2,000	-	-	-
COVID-19 Response					
Australian Marine Complex Upgrade Project	-	1,700	-	-	-
Aviation Recovery Fund	-	15,000	10,000	-	-
Call Centre and Back Office Processing Scheme	(2,000)	5,720	590	590	-
International Education Recovery and Renewal	1,144	2,684	1,552	-	-
New Initiatives					
Defence Industry Veterans Employment Scheme	-	130	135	135	-
Liquified Natural Gas Operators Skills Framework	-	50	750	-	-
Whole-of-Government Regulatory Approvals	-	1,123	1,171	1,229	1,259
Ongoing Initiatives					
Australian Marine Complex Studies	570	7,611	-	-	-
Defence West	-	1,875	1,891	1,907	1,924
Invest and Trade Western Australia	-	440	445	451	456
Local Capability Fund	-	800	-	-	-
Renewable Hydrogen	-	892	649	816	1,689
Other					
Buurabalayji Thalanyji Aboriginal Corporation Settlement ^(a)	-	-	-	-	-
Mineralogy Litigation Costs ^(b)	-	-	-	-	-
Perth City Deal - Relocation of Edith Cowan University	100,000	-	-	-	-

(a) The Government approved additional spending to settle claims made against the State and other parties by the Buurabalayji Thalanyji Aboriginal Corporation in relation to Onslow Salt operations and the Ashburton North Strategic Industrial Area. The settlement between all the parties is confidential and therefore not disclosed.

(b) Amount not disclosed to protect the State's position in this matter.

Significant Issues Impacting the Agency

WA Jobs Plan

1. The Department is leading the implementation of the WA Jobs Plan, a plan to support the Government's commitment to diversify the State's economy and create jobs for Western Australians.

Local Job Creation and Employment in the Regions

2. The Department is reducing barriers to business growth and supporting the creation of local jobs and stronger regional economies by:
 - 2.1. administering the Western Australian Industry Participation Strategy, developed under the *Western Australian Jobs Act 2017* (the WA Jobs Act) and the Western Australian Buy Local Policy 2020, to ensure that Western Australian businesses get a greater share of contracts to supply goods, services and work to the Government;
 - 2.2. administering the Local Capability Fund (LCF) to assist local businesses to increase their capability and competitiveness. The LCF plays a critical role in supporting small and medium enterprises (SMEs) to access the Government's estimated \$30 billion per annum spend on goods, services and works. Three LCF rounds worth a total of \$2 million have been announced for 2021-22;

- 2.3. introducing free regional training workshops covering contracting policy and practice to increase the involvement, capability and capacity of regional SMEs in government contracting;
- 2.4. delivering the Western Australian Industry Link Regional Communication Forums in all nine regions to offer local businesses the opportunity to hear directly from government agencies about contract opportunities; and
- 2.5. creating a new Case Management team to work across government agencies to strengthen support for complex proposals under the whole-of-government regulatory approvals framework, as part of the Streamline WA suite of regulatory reforms.

Future Manufacturing

- 3. The Department is supporting the creation of future manufacturing jobs by:
 - 3.1. working with the Commonwealth Government to maximise the opportunity for Western Australian industries to access the \$1.3 billion Modern Manufacturing Initiative;
 - 3.2. commissioning a full feasibility study, with the intention to achieve greater local participation in the manufacture and maintenance of iron ore railcar wagons;
 - 3.3. facilitating the application of the strategic project approach under the WA Jobs Act for the purchase of systems by Western Power and Horizon Power to promote the local manufacture of standalone power systems; and
 - 3.4. convening the Local Industry Participation in Wind Farm Supply Action Group to develop an action plan and deliver on the Government's commitment to support the development of a wind turbine manufacturing industry in Western Australia.

Innovation and New Industries

- 4. Innovation underpins the productivity, competitiveness and resilience of businesses. Firms with high productivity are able to pay higher wages and attract highly-skilled workers, generate more value for consumers and pay higher returns to investors. The Government's continuation of the New Industries Fund will support and accelerate scalable start-ups and SMEs to diversify the Western Australian economy and create new jobs and industries.

Green Jobs of the Future, Infrastructure and Project Ready Industrial Land

- 5. The Department is supporting the development of economic infrastructure and project-ready land to diversify the economy and create green jobs of the future by:
 - 5.1. implementing the Western Australian Renewable Hydrogen Strategy by facilitating a globally competitive Western Australian renewable hydrogen industry and preparing a business case for the development of a Mid West Hydrogen Hub in the Oakajee Strategic Industrial Area;
 - 5.2. supporting the establishment of a Global Advanced Manufacturing Hub within the Western Trade Coast, to grow the State's advanced manufacturing capabilities and participation in emerging global supply chains. The Western Trade Coast consists of the Kwinana Industrial Area, Rockingham Industry Zone, Australian Marine Complex in Henderson and Latitude 32 Industry Zone;
 - 5.3. working with DevelopmentWA to progress the Government's commitment to establish a \$50 million Industrial Land Development Fund to consider reduced lease rates in projects deemed to be of strategic importance to Western Australia;
 - 5.4. fast-tracking more than \$87 million of Australian Marine Complex infrastructure projects as part of the Government's COVID-19 response; and
 - 5.5. implementing the Future Battery and Critical Minerals Industries Strategy to grow Western Australia's participation in global battery and critical minerals supply chains and promoting inbound and outbound investment opportunities, including attracting a precursor cathode active materials manufacturing project to Western Australia.

Invest and Trade

6. The Department, through Invest and Trade Western Australia, is assisting Western Australian exporters to access international markets, and promoting Western Australia as an attractive investment destination. In addition to direct assistance, Invest and Trade Western Australia is:
 - 6.1. implementing the Government's commitment to establish the Investment Attraction and New Industries Fund which will support industry assistance, attraction and grants, build on the Government's existing industry development initiatives, and support the relocation of industries and company headquarters to Western Australia;
 - 6.2. implementing Western Australia's Asian Engagement Strategy 2019-2030 - Our future with Asia by delivering Asian Capability Workshops, implementing the Access Asia Business Grants, partnering with organisations on market-based forums and facilitating the Western Australia – Association of Southeast Asian Nations Trade and Investment Dialogue; and
 - 6.3. advocating for the State's interests in the Australia-United Kingdom and Australia-European Union Free Trade Agreement negotiations, and providing advice and support to agencies on reporting and compliance in relation to *Australia's Foreign Relations (State and Territory Arrangements) Act 2020 (Cth)*.

Tourism

7. The COVID-19 pandemic has significantly impacted the Western Australian inbound travel and tourism industry. The Department, through Tourism WA, is continuing to deliver a range of COVID-19 Response initiatives to ensure the tourism sector is in a competitive position once restrictions on interstate and international travel ease. These initiatives include:
 - 7.1. providing support for industry through the aviation recovery initiatives and Tourism Attractions Case Management activities;
 - 7.2. encouraging unemployed and underemployed Western Australians living in regional areas to get involved in the local tourism and hospitality sector, and encouraging the community to consider tourism and hospitality as a career, to develop a long-term sustainable workforce; and
 - 7.3. becoming the nation's premier destination for authentic Aboriginal tourism following the launch of the Jina: Western Australian Aboriginal Tourism Action Plan 2021-2025 in May 2021. The four year plan, backed by the \$20 million Aboriginal Tourism Fund, will support a range of initiatives including the development of new Aboriginal tourism experiences, encouraging more Aboriginal people to work in the tourism industry, the development of administration and booking systems to support Aboriginal tourism businesses, up to three new Camping with Custodians campgrounds, and an increase in tourism experiences on the Dampier Peninsula.

International Education

8. The COVID-19 pandemic has significantly disrupted Western Australia's international education sector, causing financial difficulties for many students and education providers. The Department is implementing the Western Australian International Education Recovery and Renewal Plan to guide the sector's recovery and renewal to ensure it emerges from the pandemic in a position of strength. Key initiatives include the International Education COVID-19 Industry Support Fund, the Online Capability Fund, student engagement and wellbeing initiatives, and the development of an offshore marketing strategy.

Space

9. The global and national space sectors are growing rapidly and present significant opportunities for Western Australia. The Department is supporting the growth of the State's space industry by:
 - 9.1. implementing the Government's commitment to grow the Western Australian space sector and secure a considerable share of the national and international space funding currently available; and
 - 9.2. managing the Government's commitment to key initiatives, including the Australian Remote Operations for Space and Earth, the Australian Space Data Analysis Facility, the establishment of the Australian Space Automation, Artificial Intelligence and Robotics Control Complex, and the launch of five Binar CubeSats by Curtin University's Binar Space Program.

Defence Industry

10. Western Australia is well placed to advance more strategic partnerships between industry and defence, and expand its role within both national and global highly specialised defence supply chains. To achieve this, the Department is:
 - 10.1. promoting and facilitating the development of the Western Australian defence industry through the implementation of the Western Australian Defence and Defence Industries Strategic Plan;
 - 10.2. supporting the Defence Science Centre to facilitate collaboration in research, which will lead to the enhancement of Australia's defence capability; and
 - 10.3. supporting the Department of Training and Workforce Development's implementation of the Government's \$18 million commitment to develop a pipeline of workers for the defence industry.

Veterans Issues

11. The Department is committed to promoting the wellbeing of Western Australia's veterans. The Department is implementing the Government's election commitments to:
 - 11.1. increase annual funding to the Anzac Day Trust by \$1 million per annum (increasing available funding for the Anzac Day Trust Grants Program to \$1.3 million per annum); and
 - 11.2. deliver in 2021-22 a new \$430,000 local assistance dogs program for veterans and first responders.

Science

12. Science supports priority sectors and the development of the industries and workforce of the future, improving competitive advantage and productivity, and testing the boundaries of what is possible. Science also offers solutions to challenges in areas such as community health, sustainable development and a prosperous low-carbon future. The Department is developing:
 - 12.1. skills and understanding in science, technology, engineering and mathematics through the STEM skills strategy - Future jobs, future skills: Driving STEM skills in Western Australia, Scitech investment, and grants totalling \$1.6 million over the forward estimates period to the Perth Observatory Volunteers Group for STEM education and operations;
 - 12.2. research excellence through the Premier's Science Awards, Premier's Science Fellowship Program, International Centre for Radio Astronomy Research, and Busselton Health Study;
 - 12.3. Western Australian research infrastructure through co-investment in the National Collaborative Research Infrastructure Scheme facilities and the Pawsey Supercomputing Centre; and
 - 12.4. research collaboration through Cooperative Research Centres, the Western Australian Biodiversity Science Institute, and the Western Australian Marine Science Institution.

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
WA Jobs Plan: Local manufacturing and production, creating WA jobs and training for the jobs of the future.	Provide leadership in the development of Western Australian industry sectors to grow the economy and create jobs.	1. International Engagement, Trade and Investment 2. Project Facilitation 3. Industry Development 4. Science and Innovation
	Increased competitiveness and viability of the Western Australia tourism industry.	5. Destination Marketing 6. Event Tourism 7. Tourism Destination Development

Service Summary

Expense	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
1. International Engagement, Trade and Investment	26,973	33,359	23,537	49,327	45,295	40,960	41,223
2. Project Facilitation	17,932	33,389	31,057	40,959	24,093	19,104	16,102
3. Industry Development	31,247	70,407	155,874	100,945	38,953	24,479	17,798
4. Science and Innovation	34,323	44,933	43,217	43,291	38,863	35,047	35,396
5. Destination Marketing	48,681	68,864	52,242	68,819	57,076	47,547	48,065
6. Event Tourism	29,598	28,555	14,341	52,168	46,324	41,376	40,256
7. Tourism Destination Development	10,968	15,834	21,758	11,209	10,083	11,314	11,136
Total Cost of Services	199,722	295,341	342,026	366,718	260,687	219,827	209,976

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target ^(b)	Note
Outcome: Provide leadership in the development of Western Australian industry sectors to grow the economy and create jobs:					
Stakeholder satisfaction with the Department's effectiveness in providing leadership in the development of Western Australian industry sectors.....	n/a	n/a	6.5	7.5	1
Growth in key industries for economic diversification	2.1%	0.5%	-1.5%	1.5%	2, 3
Share of Western Australia's merchandise exports in key markets for diversification	9.5%	9.5%	9.8%	11%	
Western Australia's share of Australia's international student enrolments.....	5.7%	n/a	5.7%	n/a	4
Outcome: Increased competitiveness and viability of the Western Australia Tourism industry:					
Total dollar amount spent by visitors in Western Australia	\$11 billion	\$8.8 billion	\$7.6 billion	\$8 billion	
Total overnight visitors to/within Western Australia.	12 million	11.4 million	9 million	10 million	
Western Australia's market share of international visitor spend in Australia.....	7.7%	7.7%	7.2%	n/a	4
Number of persons employed directly or indirectly by tourism in Western Australia	100,900	118,200	94,800	88,400	2, 5
Percentage of visitors very likely to recommend visiting Western Australia ...	83%	86%	90%	87%	
Ratio of funds provided by the tourism industry to Tourism WA's investment in co-operative marketing	1.1:1	0.9:1	1.7:1	1:1	
Direct economic impact of major events sponsorship	\$56.7 million	\$47.3 million	n/a	\$86.5 million	6

(a) Further detail in support of the key effectiveness indicators is provided in the Department's and Tourism WA's Annual Reports.

(b) The economic impacts of the COVID-19 pandemic are significant and, for the immediate future, still largely unknown. The 2021-22 Budget Targets are based on a number of parameters and assumptions.

Explanation of Significant Movements

(Notes)

- Expressed as a rating out of 10 and based on the average rating of survey respondents. The first year this indicator has been measured was 2020-21, and therefore is not reported on for previous years.
- This indicator is reported with a one year time lag due to the timing of release of Commonwealth data.
- The decrease in the 2020-21 Estimated Actual compared to the 2020-21 Budget is largely the result of impacts from the COVID-19 pandemic, which led to a decline in output in the accommodation, food services, agriculture, forestry and fishing industries.
- Increasing Western Australia's share of international students and international visitor spend is a long-term State target. This indicator is influenced by international travel and no 2021-22 Budget Target has been set due to ongoing uncertainty regarding Australia's border restrictions.
- The decrease from the 2020-21 Budget (representing the July to June 2020 year) to the 2021-22 Budget Target (representing the estimated number of persons employed for the July to June 2021 year) is due to the impact of COVID-19 and associated travel restrictions on tourism to/within Western Australia. This indicator is closely related to visitation and spend in Western Australia, both of which are expected to be less than the 2020-21 Budget. The target is based on the percentage of change in payroll jobs in the accommodation and food services industry in Western Australia from March 2020 to April 2021 as reported by the ABS, which has been used as a proxy to estimate the impact on tourism employment for the full year.
- There is no 2020-21 Estimated Actual available for this indicator. The impacts of COVID-19 saw the majority of major events that fall within the scope of this measurement either being cancelled or postponed to a future year. The 2020-21 Budget consisted of 11 major events that were, at the time, in scope of this indicator. The 2021-22 Budget Target consists of 14 major events, including events that were impacted by COVID-19 restrictions and deferred to 2021-22.

Services and Key Efficiency Indicators

1. International Engagement, Trade and Investment

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	26,973	33,359	23,537	49,327	1
Less Income	103	116	91	169	
Net Cost of Service	26,870	33,243	23,446	49,158	
Employees (Full-Time Equivalents)	60	62	62	72	
Efficiency Indicator					
Ratio of Total Cost of Service to gross state product ^(a)	1:2,863	1:1,816	1:1,477	1:1,527	2

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

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service for the 2020-21 Estimated Actual compared to the 2020-21 Budget is largely due to the transfer of the Call Centre and Back Office Processing Scheme to Service 3 (Industry Development) and the deferral of expenditure to 2021-22. The 2021-22 Budget Target increase, compared to the 2020-21 Budget, is due to the addition of election commitments, namely the Investment Attraction and New Industries Fund, and the deferral of expenditure from 2020-21.
2. Compared to the 2020-21 Budget, the decrease in the efficiency indicator for the 2020-21 Estimated Actual is driven by an increase in Total Cost of Service for Services 1 to 4 that is proportionately greater than the rate of increase of gross state product forecast for the year.

2. Project Facilitation

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	17,932	33,389	31,057	40,959	1
Less Income	1,110	1,600	222	318	
Net Cost of Service	16,822	31,789	30,835	40,641	
Employees (Full-Time Equivalents)	66	72	82	93	2

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service for the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is largely the result of election commitment initiatives, including the construction of an access road in the Oakajee Strategic Industrial Area.
2. The increase in full-time equivalents (FTEs) from the 2020-21 Budget to the 2021-22 Budget Target is largely due to additional FTEs allocated under the whole-of-government regulatory approvals framework and the Global Advanced Manufacturing Hub election commitment as well as an increase to reflect actual establishment FTEs that were not reported in the 2020-21 Budget.

3. Industry Development

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	31,247	70,407	155,874	100,945	1
Less Income ^(a)	3,843	1,595	1,547	11,594	2
Net Cost of Service	27,404	68,812	154,327	89,351	
Employees (Full-Time Equivalents)	54	60	67	76	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 increase in the Total Cost of Service for the 2020-21 Estimated Actual compared to the 2020-21 Budget is due to a grant payment of \$100 million to Edith Cowan University for the relocation of campuses as part of the Perth City Deal and the transfer of the Call Centre and Back Office Processing Scheme from Service 1, partly offset by expenditure that was deferred to 2021-22. The increase in the Total Cost of Service for the 2021-22 Budget Target, compared to the 2020-21 Budget, is largely due to implementation of election commitments and the expenditure deferred from 2020-21.
2. The Income increase for the 2021-22 Budget Target compared to the 2020-21 Budget is due to Commonwealth funding for Australian Marine Complex studies and contributions from Chevron towards the Onslow Community Development Fund.
3. The increase in FTEs from the 2020-21 Budget to the 2021-22 Budget Target includes new FTEs associated with election commitments and delivery of Renewable Hydrogen initiatives as well as an increase to reflect actual establishment FTEs that were not reported in the 2020-21 Budget.

4. Science and Innovation

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	34,323	44,933	43,217	43,291	
Less Income	170	352	224	594	
Net Cost of Service	34,153	44,581	42,993	42,697	
Employees (Full-Time Equivalents)	30	30	29	30	

5. Destination Marketing

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	48,681	68,864	52,242	68,819	1, 2
Less Income ^(a)	391	2,164	1,574	1,052	
Net Cost of Service	48,290	66,700	50,668	67,767	
Employees (Full-Time Equivalents)	63	63	63	63	
Efficiency Indicator					
Ratio of Tourism WA's Total Cost of Services to total visitor spend in Western Australia ^(b)	1:123	1:78	1:88	1:61	

(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.

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

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service for the 2020-21 Estimated Actual compared to the 2020-21 Budget is largely due to the reallocation of expenditure to Tourism Destination Development (Service 7) for a COVID-19 Response tourism grant program, and the deferral of expenditure from 2020-21 to 2021-22.
2. The increase in the Total Cost of Service for the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is largely the result of \$15 million allocated for the Aviation Recovery Fund.

6. Event Tourism

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	29,598	28,555	14,341	52,168	1, 2
Less Income	95	148	148	144	
Net Cost of Service	29,503	28,407	14,193	52,024	
Employees (Full-Time Equivalents)	20	20	20	20	

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service for the 2020-21 Estimated Actual compared to the 2020-21 Budget is largely the result of COVID-19 restrictions on travel and mass gatherings that resulted in a number of events being deferred or cancelled.
2. The increase in the Total Cost of Service for the 2021-22 Budget Target compared to 2020-21 Estimated Actual is a result of deferred events being rescheduled to 2021-22.

7. Tourism Destination Development

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	10,968	15,834	21,758	11,209	1, 2
Less Income	118	128	128	144	
Net Cost of Service	10,850	15,706	21,630	11,065	
Employees (Full-Time Equivalents)	17	17	17	19	

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service for the 2020-21 Estimated Actual compared to the 2020-21 Budget is largely due to the reallocation of expenditure from Destination Marketing (Service 5) for a COVID-19 Response tourism grant program.
2. The decrease in the Total Cost of Service for the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is largely a result of a number of COVID-19 Response programs being finalised in 2020-21, offset partly by additional expenditure to implement the Government's Aboriginal Tourism Fund election commitment.

Asset Investment Program

Election Commitment

1. The Government will invest \$6 million over 2022-23 to 2024-25 in land acquisitions as part of its election commitment to support the development of a wind turbine manufacturing industry in Western Australia.

	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							
Rolling Asset Replacement Program.....	7,307	3,368	3,368	1,029	970	970	970
NEW WORKS							
Election Commitment - Wind Turbine Manufacturing	6,000	-	-	-	2,000	2,000	2,000
Total Cost of Asset Investment Program	13,307	3,368	3,368	1,029	2,970	2,970	2,970
FUNDED BY							
Capital Appropriation.....			2,038	150	2,150	2,150	2,150
Drawdowns from the Holding Account			585	820	820	820	820
Internal Funds and Balances.....			745	59	-	-	-
Total Funding.....			3,368	1,029	2,970	2,970	2,970

Financial Statements

Income Statement

Expenses

1. The \$47 million increase in the Total Cost of Services 2020-21 Estimated Actual compared to the 2020-21 Budget is mainly due to a grant payment of \$100 million in 2020-21 to Edith Cowan University for the relocation of campuses as part of the Perth City Deal, partially offset by expenditure that has been deferred to 2021-22.
2. Total Cost of Services is forecast to decrease significantly from the 2021-22 Budget Estimate to the 2022-23 Forward Estimate, following the completion of COVID-19 Response programs.

Income

3. The \$10 million increase in Total Income in the 2021-22 Budget Estimate compared to the 2020-21 Estimated Actual is largely due to the receipt of Commonwealth funding for the Australian Marine Complex studies, and contributions from Chevron towards the Onslow Community Development Fund.

Statement of Financial Position

4. Compared to the 2020-21 Budget, the substantial increase in the 2020-21 Estimated Actual Cash assets and Restricted cash balances is due to the deferral of expenditure to 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)	43,777	45,597	47,370	53,705	53,086	52,184	51,958
Grants and subsidies ^(c)	50,027	142,630	212,329	151,474	80,504	62,152	54,338
Supplies and services	82,219	93,935	71,034	148,392	113,643	92,035	90,224
Accommodation	5,604	5,097	4,987	4,982	4,980	4,981	4,981
Depreciation and amortisation	2,349	2,443	2,443	2,440	2,440	2,440	2,440
Finance and interest costs	90	255	255	209	162	163	163
Other expenses	15,656	5,384	3,608	5,516	5,872	5,872	5,872
TOTAL COST OF SERVICES	199,722	295,341	342,026	366,718	260,687	219,827	209,976
Income							
Sale of goods and services	1,611	-	-	-	-	-	-
Grants and subsidies	14	1,100	1,670	7,611	-	-	-
Other revenue	4,205	5,003	2,264	6,404	5,839	5,889	5,189
Total Income	5,830	6,103	3,934	14,015	5,839	5,889	5,189
NET COST OF SERVICES ^(d)	193,892	289,238	338,092	352,703	254,848	213,938	204,787
INCOME FROM STATE GOVERNMENT							
Service appropriations	157,918	237,817	342,439	250,014	212,385	190,493	184,513
Resources received free of charge	1,184	1,164	2,632	2,625	1,164	1,164	1,164
Royalties for Regions Fund:							
Regional Community Services Fund	23,541	24,208	15,367	35,076	22,584	17,676	16,222
Other appropriations	4,610	4,110	4,010	18,924	11,380	1,200	1,200
Other revenues	4,827	-	944	966	135	135	-
TOTAL INCOME FROM STATE GOVERNMENT	192,080	267,299	365,392	307,605	247,648	210,668	203,099
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(1,812)	(21,939)	27,300	(45,098)	(7,200)	(3,270)	(1,688)

(a) Full audited financial statements are published in the Department's and Tourism WA's Annual Reports.

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 310, 340 and 373 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
Collie Futures Fund	2,413	10,105	2,205	9,882	3,250	-	-
COVID-19 Response							
Australian Marine Complex Upgrades	-	23,800	23,800	31,900	-	-	-
Boodarie Strategic Industrial Area Road							
Upgrade	-	10,500	10,500	-	-	-	-
Call Centre and Back Office Processing							
Scheme	-	3,000	1,000	8,720	2,590	2,590	-
Cathode Active Manufacturing Industry	-	500	-	5,500	5,000	2,700	-
Collie Eco-Concrete Processing Plant	-	600	-	-	-	-	-
COVID-19 Research - Western Australian							
Universities	-	5,000	4,900	-	100	-	-
Local Capability Fund PPE Manufacturing	-	10,000	8,830	1,170	-	-	-
Tourism WA							
Dampier Peninsula Camping with							
Custodians Campgrounds	-	2,136	1,766	2,070	-	-	-
Regional Aviation Recovery	-	15,000	3,032	6,908	-	-	-
Tourism Recovery Program	5,505	8,888	8,895	-	-	-	-
Travel Agents Support Package	-	3,000	3,000	-	-	-	-
Defence Industry Veterans Employment							
Scheme	-	-	-	130	135	135	-
Defence Science Centre	691	1,250	1,150	950	950	950	950
Defence West - Other Grants	-	-	-	400	400	400	400
Election Commitments							
Aboriginal Tourism Fund	-	-	-	320	1,200	2,750	2,750
Investment Attraction and New Industries							
Fund	-	-	-	22,046	22,029	22,011	21,993
Local Manufacturing Investment Fund	-	-	-	6,000	6,000	-	-
Oakajee Strategic Industrial Area Access							
Road	-	-	-	7,500	-	-	-
Perth Observatory	-	-	-	400	400	400	400
Future Energy Cooperative Research Centre	-	1,100	1,000	1,200	1,200	1,200	1,200
Gorgon Gas Carbon Dioxide Injection Project	-	100	-	200	100	100	100
Industry Development Grants							
Collie Emergency Vehicles Manufacturing	1,813	687	662	25	-	-	-
Local Capability Fund	455	2,337	2,337	2,800	2,000	2,000	800
Medical Research Centre Fund	110	110	110	110	110	110	110
Other Grants	55	346	346	-	-	-	-
International Education	3,180	238	1,599	1,928	509	109	109
International Engagement	554	128	128	-	-	-	-
Liquified Natural Gas Operators Skills							
Framework	-	-	50	750	-	-	-
Moonamang Road Upgrade	-	-	-	-	2,000	-	-
National Collaborative Research Infrastructure							
Strategy	4,230	3,390	3,340	2,724	230	-	-
New Industries Fund	2,483	4,159	4,288	606	43	-	-
Onslow Community Development Fund	1,423	1,900	200	2,800	2,500	2,550	1,850
Other Grants	441	-	1,000	-	-	-	290
Perth City Deal - Relocation of Edith Cowan							
University	-	-	100,000	-	-	-	-
Perth USAsia Centre Funding	1,200	600	600	600	-	-	-
Renewable Hydrogen	150	7,704	2,004	5,872	3,245	1,000	-
Resource Technology Showcase	500	-	500	-	-	-	-
Science and Agribusiness Connect Program ...	358	564	14	399	160	-	-
Science Grants	22,832	23,990	23,099	26,628	25,553	22,347	22,586
Science, Technology, Engineering and							
Mathematics Strategy	1,225	698	674	136	-	-	-
Tourism - Other Grants and Sponsorships	409	800	800	800	800	800	800
Wordskills Event Sponsorship	-	-	500	-	-	-	-
TOTAL	50,027	142,630	212,329	151,474	80,504	62,152	54,338

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
CURRENT ASSETS							
Cash assets.....	21,514	6,816	49,686	10,673	8,940	7,548	7,738
Restricted cash.....	10,580	3,421	11,983	3,644	1,795	1,795	1,795
Holding account receivables.....	585	613	613	613	613	613	613
Receivables.....	1,916	1,916	1,916	1,916	1,916	1,916	1,916
Other.....	11,907	11,823	11,907	11,858	9,553	7,675	5,534
Total current assets.....	46,502	24,589	76,105	28,704	22,817	19,547	17,596
NON-CURRENT ASSETS							
Holding account receivables.....	8,622	10,452	10,452	12,072	13,692	15,312	16,932
Property, plant and equipment.....	3,703	13,090	3,090	1,839	4,007	6,009	8,806
Intangibles.....	512	512	2,341	2,400	2,400	2,400	1,633
Restricted cash.....	394	394	752	752	752	752	752
Other.....	7,131	5,636	7,131	5,160	3,847	3,847	3,847
Total non-current assets.....	20,362	30,084	23,766	22,223	24,698	28,320	31,970
TOTAL ASSETS	66,864	54,673	99,871	50,927	47,515	47,867	49,566
CURRENT LIABILITIES							
Employee provisions.....	9,426	9,426	9,426	9,426	9,426	9,426	9,426
Payables.....	4,229	4,054	4,054	3,912	3,912	3,912	3,649
Borrowings and leases.....	113	96	96	103	120	116	116
Other.....	1,194	1,194	5,267	1,194	1,194	1,194	1,194
Total current liabilities.....	14,962	14,770	18,843	14,635	14,652	14,648	14,385
NON-CURRENT LIABILITIES							
Employee provisions.....	1,771	1,771	1,771	1,771	1,771	1,771	1,771
Borrowings and leases.....	2,813	1,526	1,526	242	317	246	199
Total non-current liabilities.....	4,584	3,297	3,297	2,013	2,088	2,017	1,970
TOTAL LIABILITIES	19,546	18,067	22,140	16,648	16,740	16,665	16,355
EQUITY							
Contributed equity.....	47,318	36,606	77,731	34,279	30,775	31,202	33,211
Total equity	47,318	36,606	77,731	34,279	30,775	31,202	33,211
TOTAL LIABILITIES AND EQUITY	66,864	54,673	99,871	50,927	47,515	47,867	49,566

(a) Full audited financial statements are published in the Department's and Tourism WA's Annual Reports.

STATEMENT OF CASHFLOWS (a) (b)
(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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	156,912	235,374	339,996	247,574	209,945	188,053	182,073
Capital appropriation	251	11,597	3,485	1,646	3,696	3,697	3,697
Holding account drawdowns	585	585	585	820	820	820	820
Royalties for Regions Fund:							
Regional Community Services Fund	23,541	24,208	15,367	35,076	22,584	17,676	16,222
Other	4,818	-	1,780	130	135	135	-
Administered appropriations	4,610	4,110	4,010	18,924	11,380	1,200	1,200
Net cash provided by State Government	190,717	275,874	365,223	304,170	248,560	211,581	204,012
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(41,958)	(45,597)	(47,370)	(53,705)	(53,086)	(52,184)	(51,958)
Grants and subsidies	(50,077)	(142,630)	(212,329)	(151,474)	(80,504)	(62,152)	(54,338)
Supplies and services	(63,934)	(62,167)	(46,440)	(93,694)	(69,008)	(59,555)	(57,429)
Accommodation	(5,509)	(4,847)	(4,737)	(4,737)	(4,736)	(4,737)	(4,737)
GST payments	(10,480)	(4,827)	(4,827)	(4,827)	(4,827)	(4,827)	(4,827)
Finance and interest costs	(88)	(255)	(255)	(209)	(162)	(163)	(163)
Other payments	(24,467)	(36,123)	(26,446)	(57,092)	(47,557)	(37,142)	(37,457)
Receipts ^(c)							
Grants and subsidies	14	1,100	4,736	4,545	-	-	-
Sale of goods and services	1,611	-	-	-	-	-	-
GST receipts	11,243	4,827	4,827	4,827	4,827	4,827	4,827
Other receipts	3,129	4,286	2,366	5,586	5,286	5,336	4,636
Net cash from operating activities	(180,516)	(286,233)	(330,475)	(350,780)	(249,767)	(210,597)	(201,446)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(342)	(11,539)	(3,368)	(1,029)	(2,970)	(2,970)	(2,970)
Other receipts	-	1,032	-	-	-	-	-
Net cash from investing activities	(342)	(10,507)	(3,368)	(1,029)	(2,970)	(2,970)	(2,970)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(45)	(1,447)	(1,447)	(1,496)	(1,546)	(1,547)	(1,547)
Other payments	-	(1,032)	-	-	-	-	-
Other proceeds	-	1,486	-	1,783	2,141	2,141	2,141
Net cash from financing activities	(45)	(993)	(1,447)	287	595	594	594
NET INCREASE/(DECREASE) IN CASH HELD	9,814	(21,859)	29,933	(47,352)	(3,582)	(1,392)	190
Cash assets at the beginning of the reporting period	22,676	32,490	32,488	62,421	15,069	11,487	10,095
Net cash transferred to/from other agencies	(2)	-	-	-	-	-	-
Cash assets at the end of the reporting period	32,488	10,631	62,421	15,069	11,487	10,095	10,285

(a) Full audited financial statements are published in the Department's and Tourism WA's Annual Reports.

(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 (a)

	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
Grants and Subsidies							
Burswood Park Board							
Aviation and Market Development	1,960	-	-	-	-	-	-
International Marketing Boost	2,858	-	-	-	-	-	-
Commonwealth Grants							
Aboriginal Tourism Initiatives	14	-	-	-	-	-	-
Australian Marine Complex Studies	-	-	3,636	4,545	-	-	-
Defence Science Centre	500	250	250	250	250	250	250
Domestic Marketing	-	1,100	1,100	-	-	-	-
Department of Training and Workforce							
Development - Defence Industry Veterans							
Employment Scheme	-	-	-	130	135	135	-
Department of Transport - Local Capability							
Fund	-	-	800	-	-	-	-
Lotterywest - International Education	-	-	980	-	-	-	-
Sale of Goods and Services							
Industry Development Revenue	1,611	-	-	-	-	-	-
GST Receipts							
GST Receipts	11,243	4,827	4,827	4,827	4,827	4,827	4,827
Other Receipts							
Australia China Natural Gas Technology							
Partnership Fund Contributions	454	-	-	-	-	-	-
Defence Science Centre	300	200	200	200	200	200	200
Gorgon Carbon Dioxide Gas Injection							
Project	100	100	100	100	100	100	100
Interest Receipts - Tourism	192	250	250	250	250	250	250
Onslow Community Development Fund	952	1,500	199	2,800	2,500	2,550	1,850
Other Receipts	286	834	515	834	834	834	834
Other Receipts - Tourism	228	800	500	800	800	800	800
Premier's Science Awards and Innovator of							
the Year	117	352	352	352	352	352	352
TOTAL	20,815	10,213	13,709	15,088	10,248	10,298	9,463

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

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							
Appropriations.....	22,579	22,970	23,489	24,768	21,816	22,102	10,410
Interest Received - CSIRO Loan.....	140	142	142	219	226	223	223
Load Discount Unwinding							
CSIRO.....	513	509	509	509	509	509	509
Millennium Chemicals	189	189	189	189	189	189	189
Onslow Social and Critical Infrastructure Funds (Wheatstone).....	34,509	24,858	11,701	25,164	29,836	-	-
TOTAL ADMINISTERED INCOME.....	57,930	48,668	36,030	50,849	52,576	23,023	11,331
EXPENSES							
Grants to Charitable and Other Public Bodies							
Onslow Social and Critical Infrastructure Funds	34,509	24,858	11,701	25,164	29,836	-	-
Qantas Hub Infrastructure.....	2,800	2,800	2,086	3,514	-	-	-
Statutory Authorities							
Anzac Day Trust ^(a)	300	300	799	1,730	1,300	1,300	1,300
Other Payments.....	-	-	20	-	-	-	-
Pilbara Ports Authority - Burrup Port Infrastructure Subsidy	9,013	9,013	9,013	9,110	9,110	9,110	9,110
Water Corporation							
Burrup Water System Subsidy	10,592	10,857	10,857	11,128	11,406	11,692	-
Infrastructure Upgrade	1,818	-	-	-	-	-	-
Other							
Loan Discounting	-	-	-	666	-	-	-
Payments to Consolidated Account CSIRO Principal and Interest Receipts	1,190	1,705	1,705	1,862	1,918	1,976	1,976
TOTAL ADMINISTERED EXPENSES.....	60,222	49,533	36,181	53,174	53,570	24,078	12,386

(a) Anzac Day Trust funding provided through the Department includes the Government's election commitment to increase annual funding, commencing in 2021-22, by \$1 million to \$1.3 million per annum, and funding in 2021-22 of \$430,000 to develop a local assistance dogs program for veterans and first responders.

Agency Special Purpose Account Details

AUSTRALIA-CHINA NATURAL GAS TECHNOLOGY PARTNERSHIP FUND

Account Purpose: To deliver a practical demonstration of the desire of Australia and China to establish genuine and long-term partnerships across the energy sector. It is intended to deliver positive outcomes relevant to the natural gas sector, including liquified natural gas, through activities including training and education programs, partnerships, workshops and research.

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance.....	406	642	645	503
Receipts:				
Other	454	-	-	-
	860	642	645	503
Payments	215	642	142	-
CLOSING BALANCE.....	645	-	503	503

SPECIAL PROJECTS FUND

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

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	628	522	522	522
Payments	106	-	-	-
CLOSING BALANCE.....	522	522	522	522

DEFENCE SCIENCE CENTRE

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

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	-	609	610	628
Receipts:				
Appropriations	500	500	500	500
Other	800	450	450	450
	1,300	1,559	1,560	1,578
Payments	690	1,250	932	950
CLOSING BALANCE.....	610	309	628	628

**ASHBURTON NORTH SOCIAL INFRASTRUCTURE FUND
(ONSLOW COMMUNITY DEVELOPMENT FUND)**

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

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	471	-	-	4
Receipts:				
Other	952	1,500	199	2,800
	1,423	1,500	199	2,804
Payments	1,423	1,500	195	2,800
CLOSING BALANCE.....	-	-	4	4

Division 15 **Primary Industries and Regional Development**

Part 4 **Jobs and Economic Development**

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 43 Net amount appropriated to deliver services	190,236	218,824	227,913	236,800	207,954	203,137	183,209
Amount Authorised by Other Statutes							
- Biosecurity and Agriculture Management Act 2007	2,956	3,042	3,042	3,333	3,633	3,742	3,742
- Salaries and Allowances Act 1975	3,182	3,182	3,182	3,198	3,210	3,222	3,235
Total appropriations provided to deliver services	196,374	225,048	234,137	243,331	214,797	210,101	190,186
ADMINISTERED TRANSACTIONS							
Item 44 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	1,550	1,550	1,550	1,550	1,550	1,550	1,550
CAPITAL							
Item 120 Capital Appropriation	5,102	31,495	11,881	40,582	16,569	7,455	5,459
TOTAL APPROPRIATIONS	203,026	258,093	247,568	285,463	232,916	219,106	197,195
EXPENSES							
Total Cost of Services	451,809	506,156	460,813	591,834	473,795	439,430	435,669
Net Cost of Services (a) (b)	349,545	431,562	374,370	486,590	377,695	339,664	327,547
CASH ASSETS (c)	134,647	101,762	128,548	97,672	93,144	92,653	92,280

(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 Commitments					
Agriculture Climate Resilience Fund	-	3,750	3,950	3,800	3,500
Albany Trails	-	1,600	1,600	-	-
Animal Welfare	-	806	812	788	407
Animal Welfare Package - Small Commitments	-	500	500	500	500
Australian Underwater Discovery Centre	-	6,200	3,300	-	-
Backing North Wanneroo Agriculture	-	500	250	-	-
Boost to Food Industry Innovation	-	1,000	1,000	1,000	1,000
Boulder Camp Upgrade	-	510	-	-	-
Bunbury Speedway Upgrades	-	750	-	-	-

	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
Carnarvon					
Flood Support	-	1,000	-	-	-
One Mile Jetty	-	1,500	3,000	-	-
Dawesville Community Centre	-	-	3,000	-	-
Feasibility Study for an Advanced Manufacturing and Technology Hub for Bunbury Geopraphe	-	1,500	500	-	-
Full Circle Therapy Centre (Paediatric Allied Health Services)	-	2,070	697	-	-
Halls Creek Town Development Masterplan	-	3,500	-	-	-
Harvey Senior Citizens Centre Redevelopment	-	610	-	-	-
Harvey Trails and Adventure Precinct Masterplan Project	-	105	-	-	-
Industry Attraction and Development Fund - Collie	-	1,469	5,531	6,000	6,000
Kalgoorlie Boulder Youth Precinct and Hub Project	-	-	2,100	-	-
Karlkurla Bushland and Nature Playground	-	600	-	-	-
New Aquaculture Development Zone(s)	-	440	880	880	-
Northern Native Seeds Initiative	-	707	2,222	857	607
Peel Agrifood Activation Fund - Food Technology Facility Project	-	4,000	3,000	1,500	1,500
Peel Regional Trails	-	500	1,500	-	-
Pet Sterilisation Program	-	250	-	-	-
Ravenswood Community Centre	-	750	-	-	-
Royal Society for the Prevention of Cruelty to Animals (RSPCA) Funding	-	580	580	580	580
Small Commitments	2,644	13,379	-	-	-
Waroona Town Centre Revitalisation	-	1,300	-	-	-
Western Australian Processed Oats Industry Growth Partnerships	-	2,093	3,458	2,310	2,260
Western Australian Wine Industry Export Growth Partnerships Project	115	810	720	720	635
Yalgorup National Park Ecotourism Development	-	2,000	-	-	-
COVID-19 Response					
Margaret River Main Street Redevelopment	3,080	(3,080)	-	-	-
Royal Agricultural Society of Western Australia	-	4,000	-	-	-
New Initiatives					
Biosecurity Incidents and Emergency Response	11,947	-	-	-	-
Carbon Farming and Land Restoration Program	181	3,344	3,625	1,280	362
Collie Replica Mine Upgrade	90	272	-	-	-
Collie Visitor's Centre Upgrade	37	500	-	-	-
Digital Connectivity Opportunities for the Northern Goldfields	-	500	500	-	-
Enhancing Biosecurity and Emergency Response	-	3,834	4,067	3,665	3,524
Food and Beverage Value-Add Investment Grants	1,126	684	(1,810)	-	-
Future Drought Fund - Farm Business Resilience and Regional Drought Resilience Planning Programs	-	3,561	-	-	-
Goldfields Migration Employment Project	150	150	-	-	-
Horticultural Netting Infrastructure Scheme for the Pome Fruit Industry	-	2,167	-	-	-
Koojan Downs Road Upgrade	-	1,000	-	-	-
Marine Park Compensation	1,250	-	-	-	-
National Plant Health Surveillance Program	-	126	126	126	126
North West Aboriginal Housing Fund	(2,000)	(2,000)	(5,000)	(2,633)	-
Ord Cotton Gin Electricity Infrastructure	-	(3,490)	-	-	-
Peel Harvey Catchment Council Water Research Infrastructure	58	284	83	75	-
Regional Recovery Partnerships	-	8,480	1,360	-	-
Regional Telecommunications Project - Regional Connectivity Program	-	8,252	-	-	-
Resolution of Native Title in the South West of Western Australia (Settlement)	-	150	152	153	155
Severe Tropical Cyclone Seroja - Assistance Package	2,054	1,206	-	-	-
Transforming Bunbury's Waterfront Stage 3 Phase 1	-	673	1,446	714	-
University of Western Australia Wave Energy Research Centre and Participation in the Blue Energy Collaboration Research Centre	-	800	500	250	-
Water Smart Farms and Southern Rangelands Restoration	140	1,472	325	-	-
Westport Project	53	503	508	462	-
Ongoing Initiatives					
Aboriginal Heritage and Cultural Centre (Gwoonwardu Mia) in Carnarvon	-	1,167	1,167	1,166	-
Coral Bay Workers' Accommodation Facility	-	750	-	-	-
National Biosecurity Response Cost Share Arrangements	2,300	-	-	-	-
Natural Resource Management Program (Administered)	-	-	1,500	1,500	1,500
Peel-Harvey Catchment Council Water Research Infrastructure	-	120	-	-	-
Shark Hazard Mitigation Initiatives	-	980	1,190	1,191	1,078
Surf Life Saving Western Australia - Shark Hazard Mitigation Services	-	-	3,944	3,983	4,023
Western Australian Wild Dog Action Plan 2021-2025	-	2,339	2,347	2,355	2,363

Significant Issues Impacting the Agency

1. Regional Western Australia and its primary industries are key drivers of the State's economy. The food and fibre sector is the State's second largest exporter, with an export value of \$8.3 billion in 2019-20. Growth prospects due to international demand are underpinned by the State's strong reputation for trusted, high-quality food; potential to increase value-added products; and expanding markets in the agriculture, fisheries, aquaculture, tourism, and food and beverage industries.
2. The Primary Industries Plan and the Aquaculture Development Plan (the Plans) were released in late 2020. The Plans align to the WA Jobs Plan and set the strategic direction for the State's primary industries by supporting sustainability and growth, creating jobs, increasing investment and diversifying regional economies.
3. Addressing climate change is a key priority and the Department is working with farmers and natural resource management sectors to meet the resulting challenges and opportunities. The Department is supporting primary industries in responding to these challenges through the \$15 million Agriculture Climate Resilience Fund and the \$15 million Carbon Farming and Land Restoration Program.
4. The COVID-19 pandemic continues to impact the Department's work, including the delivery of recovery initiatives. The social and economic disruptions caused by the COVID-19 pandemic have had varying impacts and seen uneven recovery across regional Western Australia, particularly in respect of the State's reliance on overseas and interstate workers. The Department is coordinating several initiatives in response to this challenge, including via the Seasonal Worker Programme, the Pacific Labour Scheme and the Regional Travel and Accommodation Support Scheme.
5. The Department has an important lead role in primary industries trade, supporting industry and businesses to access markets and pursue export opportunities, particularly given ongoing disruptions to global supply chains. The Department continues to engage with industry and the Commonwealth Government to influence policy and ensure trade negotiations benefit Western Australian industries to build resilience in the current environment.
6. The Department continues to deliver world-leading research and development and science in grains, horticulture, livestock, aquaculture and fisheries. Together with partners InterGrain and the Australian Export Grains Innovation Centre, research aims to improve flexibility and resilience to help farmers meet changing growing and market conditions. Alongside existing programs, the \$10.1 million Processed Oats Industry Growth Partnership and the \$3 million Wine Industry Export Growth Partnership will unlock sustainable growth of these sectors.
7. Robust biosecurity underpins the State's reputation as a world-class food producer, increases our market access and supports our environmental and social amenity. The Department's ability to undertake preventative biosecurity measures, surveillance and diagnostics to detect new threats, and support market access is under increasing pressure, as the frequency and scale of incursions increases. The Department will continue to focus efforts on improving its emergency preparedness and early detection and warning capabilities.
8. The Department is contributing \$8.3 million to the Commonwealth's Regional Connectivity Program in 2021-22. The Program uses a place-based approach to target telecommunications infrastructure investment that will provide economic opportunities and improve participation in the digital economy for regional communities and businesses.
9. The Department is addressing accommodation needs for its metro-based staff, and vital State laboratory infrastructure and functions. Critical upgrades to laboratories at the Department's Kensington site have commenced, alongside the relocation of metro-based staff to modern offices. The Department is progressing plans for a permanent long-term metropolitan facility that supports protection of Western Australia from biosecurity threats and drives research to grow the State's primary industries. The Department is also progressing a strategy to grow its presence in regional Western Australia.
10. The Department has an extensive legislative reform program in the areas of animal welfare, biosecurity and aquatic resource management. The independent review of the *Animal Welfare Act 2002* has been finalised with the Department now working to implement the Government's response. Foundations are being laid for the review of the *Biosecurity and Agriculture Management Act 2007* with an independent panel to be appointed. The Department is also continuing its work on the Veterinary Practice Bill 2020. Implementation of the reforms reflected in amendments to the *Aquatic Resources Management Act 2016* will be a priority once proclaimed.

11. Recognising the valuable economic and social contributions that recreational fishing makes to regional Western Australia and metropolitan Perth, the Department will continue the roll-out of support to the Western Australian recreational fishing industry. Planning and delivery of three new artificial reefs, stock enhancement and restocking initiatives, and a State-wide recreational fishing tourism campaign is ongoing.
12. The Department will spend an additional \$17 million over the forward estimates period to expand and continue a number of shark hazard mitigation initiatives, including \$12 million for Surf Life Saving WA for initiatives such as beach and aerial patrols.

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

Service Summary

Expense	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
1. Regional Industry and Community Development Investment Facilitation	138,590	178,635	110,304	186,447	121,556	104,110	113,100
2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions	30,995	32,418	29,025	35,871	52,788	40,404	40,751
3. Regional Technical and Technological Development	65,359	84,115	67,002	121,219	68,868	58,256	53,389
4. Regional Skills and Knowledge Development	19,393	22,493	24,739	19,988	34,378	35,732	34,293
5. Regional Social Amenity Development	37,405	31,240	54,515	70,875	29,984	28,687	27,977
6. Agricultural and Fisheries Biosecurity and Integrity	86,223	83,884	101,619	88,724	96,547	97,514	94,870
7. Agricultural and Fisheries Natural Resource Management	73,844	73,371	73,609	68,710	69,674	74,727	71,289
Total Cost of Services	451,809	506,156	460,813	591,834	473,795	439,430	435,669

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: Regional Western Australia has the investment to grow and create jobs:					
Ratio of the value of grants awarded from the Department for industry and community development initiatives to the value of co-contributions committed from non-Western Australian Government recipients	n/a	1:1	1:2.3	1:1	1, 2
Outcome: Regional Western Australia has the technology to grow and create jobs:					
Percentage of clients satisfied with the Department's technology initiatives	86%	80%	87%	80%	
Outcome: Regional Western Australia has the skills and knowledge to grow and create jobs:					
Percentage of clients satisfied with the Department's capability initiatives	75%	70%	70%	70%	
Outcome: Regional Western Australia has the social amenity, through recreational fisheries, to grow and create jobs:					
Percentage of clients satisfied with the Department's management of recreational fishing	90%	85%	89%	85%	
Outcome: Western Australia agriculture and fishing protect their biosecurity advantages and integrity:					
Percentage of exotic terrestrial weed, pest and disease threats resolved appropriately	62.3%	60%	50%	60%	
Percentage of invasive aquatic pests and exotic diseases resolved appropriately	50%	60%	100%	60%	3
Outcome: Western Australia agriculture and fishing protect the sustainability of the natural resources on which they rely and impact:					
Percentage change in the spatial extent of the southwest cropping region that maintains sufficient year-round ground cover for protecting and improving soil health	-0.4%	0%	-2.5%	0%	
Number of soil health extension workshops held	46	24	46	30	4
Proportion of fish stocks identified as not being at risk or vulnerable through exploitation	98%	95%	98%	95%	
Percentage of commercial and recreational fisheries where acceptable catches (or effort levels) are achieved	91%	90%	90%	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 key effectiveness indicator has been changed from the 2020-21 Budget onwards and no comparable data is available for 2019-20.
2. The actual ratio of the value of grants awarded to the value of co-contribution of 1:2.3 indicates that the grants are stimulating external investments leading to growth in regional communities and industry development. The largest contributor to this was the Food and Beverage Value Add Investment Grant which attracted significant external investment.
3. As there were no reportable declared aquatic exotic disease incidents in 2020-21, the 2020-21 Estimated Actual is 100% against the 2020-21 Budget of 60%.
4. The 2020-21 Budget was forecast on a reduced number of workshops due to the COVID-19 pandemic however, with the migration to online e-conferencing and some regional areas not impacted by snap lockdowns, this resulted in more workshops being undertaken in the 2020-21 Estimated Actual.

Services and Key Efficiency Indicators

1. Regional Industry and Community Development Investment Facilitation

This service facilitates high-impact regional development and primary industry initiatives that contribute to economic growth, diversification, job creation and strong communities, with a focus on attracting the investment needed to grow regional Western Australia.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 138,590	\$'000 178,635	\$'000 110,304	\$'000 186,447	1
Less Income ^(a)	8,635	6,369	8,891	12,575	2
Net Cost of Service	129,955	172,266	101,413	173,872	
Employees (Full-Time Equivalents)	271	291	270	290	
Efficiency Indicators					
Average cost per hour to deliver regional industry and community development investment facilitation	\$283.57	\$350.69	\$241.86	\$380.88	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 from the 2020-21 Budget to the 2020-21 Estimated Actual of \$68.3 million is mainly attributable to delays in the delivery of programs such as the Regional Economic Development Grants, Pilbara Aboriginal Town Based Reserves, Dampier Peninsula Activation, Carnarvon Flood Mitigation works, Leonora Ageing in Place Project and the Regional Development Leverage Unit. The increase from the 2020-21 Estimated Actual to the 2021-22 Budget Target of \$76.1 million is mainly attributable to the retiming of the above projects from 2020-21 and additional funding received for new initiatives such as the Regional Recovery Partnership Programs, Koojan Downs Road Upgrade and election commitments such as the Full Circle Therapy Centre and the Halls Creek Town Development Masterplan.
2. The increase in Income from the 2020-21 Budget to the 2020-21 Estimated Actual and the 2021-22 Budget Target is mainly attributable to additional Commonwealth funding for the Regional Recovery Partnership Program.
3. The efficiency indicator for the 2021-22 Budget Target increases significantly from the 2020-21 Estimated Actual largely due to the underspend in 2020-21 with this funding carried over to 2021-22 (refer to Note 1 above).

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

This service focuses on the Department providing operational resources and services to the nine Regional Development Commissions (RDCs).

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	30,995	32,418	29,025	35,871	1
Less Income	356	294	225	265	
Net Cost of Service	30,639	32,124	28,800	35,606	
Employees (Full-Time Equivalents)	117	124	109	138	2
Efficiency Indicators					
Average cost per hour to deliver corporate and business development services to support RDCs	\$139.00	\$129.42	\$119.76	\$157.49	3

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2020-21 Estimated Actual to the 2021-22 Budget Target is mainly attributable to new funding for election commitments such as the Northern Native Seed Development Initiative and the Feasibility Study for an Advanced Manufacturing and Technology Hub for Bunbury Geopraphe.
2. The increase in full-time equivalents (FTEs) from the 2020-21 Estimated Actual to the 2021-22 Budget Target mainly relates to the expectation that existing vacancies will be filled, together with the additional FTEs associated with the Northern Native Seeds Development Initiative and the Advanced Manufacturing and Technology Hub for Bunbury Geopraphe.
3. The decrease in the efficiency indicator from the 2020-21 Budget to the 2020-21 Estimated Actual relates to underspends as a result of the ongoing effect of COVID-19 on the ability to deliver projects and the need to ensure appropriate governance arrangements are in place to enable the payment of the 475 small commitments. The increase from the 2020-21 Estimated Actual to the 2021-22 Budget Target relates to the approval of new initiatives (refer Note 1 above).

3. Regional Technical and Technological Development

This service provides research, development and innovation to catalyse primary industry and regional growth.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	65,359	84,115	67,002	121,219	1
Less Income ^(a)	24,648	17,925	20,887	24,651	2
Net Cost of Service	40,711	66,190	46,115	96,568	
Employees (Full-Time Equivalents)	267	278	303	332	3
Efficiency Indicators					
Average cost per hour to deliver regional technical and technological development	\$90.39	\$140.99	\$130.85	\$215.98	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 from the 2020-21 Budget to the 2020-21 Estimated Actual of \$17.1 million is mainly attributable to the delay in delivering projects such as the Regional Telecommunications Project, State Agricultural Telecommunications Infrastructure Improvement Fund and the Greenbushes Lithium Supply Chain. The increase from the 2020-21 Estimated Actual to the 2021-22 Budget Target of \$54.2 million is mainly as a result of the retiming of the above projects and additional funding for election commitments such as the Agriculture Climate Resilience Fund and additional funding for the Regional Connectivity Program and the Future Drought Fund.
2. The increase from the 2020-21 Estimated Actual to the 2021-22 Budget Target is mainly attributable to new Commonwealth funding to be received in 2021-22 for the Future Drought Fund.
3. The increase in FTEs from the 2020-21 Estimated Actual to the 2021-22 Budget Target relates to an increased allocation of corporate FTEs commensurate with the increased activity for this service.
4. The increase from the 2020-21 Estimated Actual to the 2021-22 Budget Target is mainly due to the increase in Total Cost of Service as a result of the recashflowing of programs and additional funding to be received in 2021-22 (refer to Note 1 above).

4. Regional Skills and Knowledge Development

This service aims to develop the capability of people in the primary industry and regional development sectors through training and education programs and providing information in a range of user-friendly formats.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 19,393	\$'000 22,493	\$'000 24,739	\$'000 19,988	1
Less Income ^(a)	3,481	2,541	1,643	1,720	
Net Cost of Service	15,912	19,952	23,096	18,268	
Employees (Full-Time Equivalents)	58	62	74	74	
Efficiency Indicators					
Average cost per hour to deliver regional skills and knowledge development	\$161.97	\$190.64	\$197.81	\$159.56	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. The decrease in Total Cost of Service from the 2020-21 Estimated Actual to the 2021-22 Budget Target of \$4.8 million is mainly attributable to the return of unspent grant moneys from prior years for externally funded projects.
2. The decrease in the efficiency indicator from the 2020-21 Estimated Actual to the 2021-22 Budget Target is mainly due to the reduction in Total Cost of Service (refer to Note 1 above).

5. Regional Social Amenity Development

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 37,405	\$'000 31,240	\$'000 54,515	\$'000 70,875	1
Less Income ^(a)	9,017	6,575	9,986	11,356	2
Net Cost of Service	28,388	24,665	44,529	59,519	
Employees (Full-Time Equivalents)	111	114	121	125	
Efficiency Indicators					
Average cost per hour to deliver regional social amenity development	\$152.15	\$128.18	\$267.78	\$335.69	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 increase in the Total Cost of Service from the 2020-21 Budget to the 2020-21 Estimated Actual of \$23.3 million relates partially to the Broome Chinatown project (\$6.5 million) and COVID-19 Response projects which were previously included in the 2020-21 Budget for Service 1 and are now reflected in Service 5. The increase in Total Cost of Service from the 2020-21 Estimated Actual to the 2021-22 Budget Target of \$16.4 million is largely due to funding received for election commitments for projects such as the Australian Underwater Discovery Centre, Small Commitments, Yalgorup National Park Ecotourism Development and the Waroona Town Centre Revitalisation.
2. The increase from the 2020-21 Budget to the 2020-21 Estimated Actual of \$3.4 million relates mainly to recreational fishing fees where the anticipated COVID-19 impact on fees did not materialise.
3. The increase in the efficiency indicator from the 2020-21 Budget to the 2020-21 Estimated Actual and the 2021-22 Budget Target is largely due to funding received for election commitments (refer to Note 1 above).

6. Agricultural and Fisheries Biosecurity and Integrity

This service focuses on maintaining and enhancing Western Australia's biosecurity status and meeting national and international commitments. It also includes integrity matters such as animal welfare regulatory obligations.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 86,223	\$'000 83,884	\$'000 101,619	\$'000 88,724	1
Less Income ^(a)	19,849	14,477	21,447	18,136	2
Net Cost of Service	66,374	69,407	80,172	70,588	
Employees (Full-Time Equivalents)	393	415	444	451	
Efficiency Indicators					
Average cost per hour to deliver agricultural and fisheries biosecurity and integrity	\$99.85	\$99.95	\$135.50	\$116.52	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 increase in Total Cost of Service from the 2020-21 Budget to the 2020-21 Estimated Actual of \$17.7 million is mainly attributable to an increase in the number and cost of emergency incidents with the main component relating to the Queensland Fruit Fly incident in Dalkeith and Coolbellup which amounted to \$11 million. By their very nature, emergency incidents are not budgeted, reflecting the decrease from the 2020-21 Estimated Actual to the 2021-22 Budget Target.
2. The increase in Income from the 2020-21 Budget to the 2020-21 Estimated Actual of \$7 million partially relates to funding received under the nationally cost shared biosecurity arrangements as well as an increase in regulatory fees and service fees and charges across a range of services.

7. Agricultural and Fisheries Natural Resource Management

This service supports the sustainable management of the natural resources that underpin Western Australia's primary industries.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	73,844	73,371	73,609	68,710	
Less Income ^(a)	36,278	26,413	23,364	36,541	1
Net Cost of Service	37,566	46,958	50,245	32,169	
Employees (Full-Time Equivalents)	357	360	320	285	
Efficiency Indicators					
Average cost per hour to deliver agricultural and fisheries natural resource management	\$62.26	\$77.27	\$136.48	\$142.92	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. The increase in Income from the 2020-21 Estimated Actual to the 2021-22 Budget Target is mainly due to the normalisation of fisheries access fees following the COVID-19 relief measures which were applied in 2020-21.
2. The increase from the 2020-21 Budget to the 2020-21 Estimated Actual is predominantly due to a change in the calculation methodology for the average cost per hour. Had the same basis of calculation been applied, then the 2019-20 Actual would have been \$125.82 and the 2020-21 Budget would have been \$123.97. The 2020-21 Estimated Actual and the 2021-22 Budget Target reflect a higher average cost per hour due to a reduction in the number of FTEs.

Asset Investment Program

1. The Department's Asset Investment Program (AIP) provides for the replacement, maintenance, upgrade and expansion of assets that support the delivery of services throughout the State. These assets include, but are not limited to, buildings and infrastructure, progressive replacement of marine vessels, information systems and operational equipment.
2. The approved AIP for 2021-22 is \$45.5 million, which includes the following significant projects:
 - 2.1. \$13 million will be invested to upgrade laboratories and associated offices at the South Perth site to meet the immediate needs of the Department;
 - 2.2. investment of \$12.2 million to integrate and update the Department's core business systems which includes the Enterprise Document and Records Management System, Financial Management Information System and Human Resource Management Information System. The upgrading of the Department's core business systems was identified as a critical component in delivering Machinery of Government efficiencies and to ensure systems were fully integrated to deliver on the requirements of an amalgamated agency, however, this was delayed by the organisational redesign and COVID-19. In addition, \$3.5 million has been reallocated from other capital programs to the Digital Foundations Program. This project aims to mitigate current information and communications technology risks and enable the core business systems and future information and communications technology business investments to be delivered and underpinned by a robust and contemporary foundation;
 - 2.3. total rolling program of \$12.3 million for the replacement of equipment (\$6.6 million) and small boats and trailers (\$2.9 million); information systems upgrade (\$519,000); upgrade of facilities in the Abrolhos Islands (\$524,000); and purchase and replacement of capital equipment required to undertake research and other activities arising from funding arrangements with external bodies (\$1.7 million);
 - 2.4. \$10.6 million for the Industry Attraction and Development Fund - Collie as part of the further economic plan for the region with funding being set aside for future industry development projects;
 - 2.5. \$10.7 million has been provided as part of the COVID-19 Response, which includes Transforming Bunbury's Waterfront Stage 3 Phase 1 (\$7.3 million); Geraldton Finfish Nursery (\$1.5 million); Katanning Sheep Transition (\$700,000); Albany Shellfish Hatchery (\$700,000); and the Hillarys Facilities Upgrade (\$500,000);
 - 2.6. \$8.2 million for the North West Aboriginal Housing Initiative to increase housing choices and support services for Aboriginal families as a means of improving education and employment outcomes, increasing aspiration and independence, supporting individuals, families and communities to increase capacity and resilience, and enabling wealth creation;
 - 2.7. investment of \$3.1 million to finalise the Wild Dog Action Plan, comprising \$2.1 million on the replacement and extension of the State Barrier Fence to limit the entry of wild dogs, emus and kangaroos into agricultural regions which impacts on high value crops and pastures and \$1 million to commence the Wild Dog Action Plan 2022-25; and
 - 2.8. \$1 million to undertake the Project Definition Plan for the Department's New Metropolitan Facility.

	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							
Albany Shellfish Hatchery	700	7	7	693	-	-	-
Hillarys Facilities Upgrade	500	20	20	480	-	-	-
Katanning Sheep Transition	1,500	775	775	725	-	-	-
Transforming Bunbury's Waterfront Stage 3 - Phase 1	78,100	50	50	7,250	40,300	30,500	-
Other Works in Progress							
Abrolhos Islands Rolling Program	3,996	2,572	355	524	300	300	300
Agricultural Sciences Research and Development Fund	1,381	1,131	903	250	-	-	-
Boosting Bio-Security Defences	937	618	481	319	-	-	-
Building Grains Research and Development Capacity	6,053	955	955	2,026	1,000	1,000	1,072
Core Systems Upgrade							
Enterprise Document and Records Management System	4,366	1,697	1,697	2,669	-	-	-
Financial Management Information System	7,523	2,753	2,753	4,720	50	-	-
Human Resource Management Information System	6,280	1,441	1,441	4,789	50	-	-
Equipment Replacement Program							
Equipment Replacement Program	39,279	30,068	822	3,905	-	2,653	2,653
Fit-out Furniture and Office Equipment Rolling Program	7,863	4,134	-	1,929	600	600	600
Operational Equipment Rolling Program	5,748	4,055	-	783	82	414	414
Small Boats and Trailers Rolling Program	17,767	9,020	475	2,882	2,743	1,561	1,561
Frank Wise Tropical Research Institute Refurbishment	1,265	15	10	1,250	-	-	-
Geraldton Marine Finfish Nursery Facility	6,141	591	300	-	5,550	-	-
Help Grain Growers to Better Manage Risk (e-Connected Grainbelt)	2,937	2,892	10	45	-	-	-
Information Systems Upgrade							
Digital Foundations Program	6,508	1,522	1,522	3,491	1,495	-	-
Information System Development Rolling Program	6,423	4,404	-	519	400	550	550
Shark Monitoring Network	1,456	745	75	262	262	187	-
Laboratory Upgrades - Kensington Site	18,390	1,440	1,350	12,950	4,000	-	-
Northern Beef Industry Strategy	180	66	66	114	-	-	-
Plant and Equipment - Externally Funded Projects	2,164	428	428	1,736	-	-	-
Refurbishment of Gascoyne Development Commission New Site	430	25	25	405	-	-	-
Regional Natural Resource Management Program	9,811	6,523	234	1,282	2,006	-	-
Wild Dog Action Plan	12,465	6,376	2,525	3,089	1,000	1,000	1,000
COMPLETED WORKS							
Metropolitan Accommodation Facilities	1,000	1,000	1,000	-	-	-	-
Great Kimberley Marine Park	424	424	51	-	-	-	-
NEW WORKS							
COVID-19 Response							
Geraldton Finfish Nursery	2,657	-	-	1,500	1,157	-	-
Provision of Floating Upweller Systems (FLUPSYs)	87	-	-	87	-	-	-
Other New Works							
New Metropolitan Facilities (Project Definition Plan)	1,000	-	-	1,000	-	-	-
Industry Attraction and Development Fund - Collie	20,378	-	-	10,632	9,746	-	-
Modern Biosecurity and Product Integrity	4,750	-	-	750	1,500	1,500	1,000
North West Aboriginal Housing Initiative	50,022	-	-	8,193	8,578	24,065	9,186
Royalties for Regions Program - Asset Investment Underspend Provision ^(a)	(35,780)	-	-	(35,780)	-	-	-
Total Cost of Asset Investment Program	294,701	85,747	18,330	45,469	80,819	64,330	18,336
FUNDED BY							
Capital Appropriation			7,987	33,541	8,814	1,987	1,300
Drawdowns from Royalties for Regions Fund			2,897	26,837	59,873	56,565	11,258
Drawdowns from the Holding Account			2,577	3,840	3,825	5,778	5,778
Funding Included in Royalties for Regions Administered Item			-	(35,780)	-	-	-
Internal Funds and Balances			4,869	11,183	1,550	-	-
Other Grants and Subsidies			-	5,848	6,757	-	-
Total Funding			18,330	45,469	80,819	64,330	18,336

(a) The Asset Investment Underspend Provision ensures the total Royalties for Regions expenditure, across the entire program, remains under the approved expenditure limit, recognising that not all projects will spend their respective budgets.

Financial Statements

Income Statement

Expenses

1. The increase in the Total Cost of Services from the 2020-21 Estimated Actual to the 2021-22 Budget Estimate of \$131 million (28%) is largely due to the approval of \$57.1 million in election commitments to be spent in 2021-22 and \$35 million for other initiatives including the Regional Recovery Partnerships, Farm Business Resilience and Regional Drought Resilience Planning Programs and Western Australian Regional Connectivity Program. In addition, there have been delays in various programs such as the Regional Telecommunications Project, Regional Economic Development Scheme and Pilbara Town Based Reserves, due to late project proposal submissions from proponents, travel restrictions due to COVID-19 and grant recipients being unable to meet milestones and financial obligations.

Income

2. The increase in Income in the 2021-22 Budget Estimate relates to the normalisation of fisheries access fees following the COVID-19 relief measures which were applied in 2020-21.
3. The increase in Service appropriations from the 2020-21 Budget to the 2020-21 Estimated Actual primarily relates to additional funding of \$11.5 million for Biosecurity Incidents and Emergency Responses, supplementary funding of \$8.1 million for the reduction in Managed Fisheries Access Fees as a result of COVID-19, \$4.8 million for expenses on premises, \$2.3 million for national biosecurity responses, retiming of \$3.1 million from 2021-22 to 2020-21 for the Margaret River Main Street Redevelopment, \$2.1 million for the Severe Tropical Cyclone Seroja Assistance Package, and \$2.6 million for Small Commitments. This was offset by a reduction of \$11.3 million in Depreciation and amortisation expenses, and delays of \$10 million in various project expenditures. The increase in Service appropriations from 2020-21 Estimated Actual to the 2021-22 Budget Estimate is mainly as a result of the carryover of spending amounting to \$10 million and funding of election commitments.

Statement of Financial Position

4. The increase in Restricted cash of \$17.2 million between the 2020-21 Budget to the 2020-21 Estimated Actual is due to the revised timing for the delivery of a number of programs as a result of the COVID-19 pandemic. It is estimated that approximately \$19 million will be spent in 2021-22 from the restricted cash reserves to continue the delivery of these projects.
5. The decrease in the Total Non-Current Assets between the 2020-21 Budget to the 2020-21 Estimated Actual results from the deferral of spending for the Collie Industry Attraction and Development Fund (\$9.7 million) and other capital programs. Capital programs include the Pilot Nursery Aquaculture Development in Geraldton (\$5.5 million), Wild Dog Action Plan (\$4.1 million), Equipment Replacement Programs (\$3.2 million), Small Boats and Trailers Rolling Program (\$2.5 million), Regional Natural Resource Management Program (\$2 million), and the Geraldton Finfish Nursery (\$1 million). The decrease is also due to the reduction in Holding account receivables as a result of lower Depreciation and amortisation expense.

Statement of Cashflows

6. The net cash in the 2021-22 Budget Estimate decreases from the 2020-21 Estimated Actual reflecting the approved carryover of funding for projects such as the Regional Telecommunications Project, Regional Economic Development Scheme and Regional Development Leverage Unit, as well as various externally funded projects.

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)	203,373	202,486	205,237	212,127	210,793	217,780	213,707
Grants and subsidies ^(c)	82,097	138,651	89,424	190,602	86,502	58,142	54,300
Supplies and services	87,576	106,164	100,072	127,851	113,431	100,046	100,401
Accommodation	18,300	11,015	16,317	16,856	16,801	16,610	16,837
Depreciation and amortisation	20,927	28,424	17,274	20,214	24,678	25,700	28,961
Finance and interest costs	1,231	973	823	490	442	452	424
Other expenses	38,305	18,443	31,666	23,694	21,148	20,700	21,039
TOTAL COST OF SERVICES	451,809	506,156	460,813	591,834	473,795	439,430	435,669
Income							
Sale of goods and services	4,674	5,525	6,274	6,381	7,706	8,788	8,807
Regulatory fees and fines	49,651	31,177	37,539	52,021	52,380	52,711	60,811
Grants and subsidies	31,887	31,569	35,831	40,346	29,517	31,778	32,020
Other revenue	16,052	6,323	6,799	6,496	6,497	6,489	6,484
Total Income	102,264	74,594	86,443	105,244	96,100	99,766	108,122
NET COST OF SERVICES ^(d)	349,545	431,562	374,370	486,590	377,695	339,664	327,547
INCOME FROM STATE GOVERNMENT							
Service appropriations	196,374	225,048	234,137	243,331	214,797	210,101	190,186
Resources received free of charge	2,346	1,849	1,849	1,849	1,849	1,849	1,849
Royalties for Regions Fund:							
Country Local Government Fund	-	1,000	-	-	-	-	-
Regional Community Services Fund	65,067	107,652	68,596	129,909	99,504	60,949	73,735
Regional Infrastructure and Headworks Fund	5,521	12,762	1,914	29,068	1,095	7,063	3,262
Regional and State-wide Initiatives	59,286	61,651	61,620	60,252	56,570	57,394	57,409
Other revenues	1,912	10,237	5,621	8,215	8,574	1,817	1,798
TOTAL INCOME FROM STATE GOVERNMENT	330,506	420,199	373,737	472,624	382,389	339,173	328,239
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(19,039)	(11,363)	(633)	(13,966)	4,694	(491)	692

(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 1,574, 1,641 and 1,695 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 Governance and Leadership Development Program.....	-	1,300	511	1,056	1,318	1,318	1,318
Aboriginal Heritage and Cultural Centre (Gwoonwardu Mia) in Carnarvon.....	1,313	-	-	1,781	1,167	1,166	-
Agricultural Sciences Research and Development Fund	2,263	-	581	1,350	-	-	-
Agricultural Senior Officers Committee (AGSOC) ..	3,093	3,253	5,540	3,308	3,365	3,423	3,423
Agriculture - Externally Funded Projects	5,307	6,560	6,560	7,602	4,226	4,013	3,702
Albany Artificial Surf Reef Business Case.....	150	100	100	-	-	-	-
Albany Wave Energy Research.....	1,083	1,084	1,081	3	-	-	-
Broome Chinatown Revitalisation.....	5,500	6,450	6,450	-	-	-	-
Busselton Margaret River Airport	1,740	-	-	-	-	-	-
Carbon Farming and Land Restoration Program....	-	-	-	2,355	3,210	920	-
Carnarvon Flood Mitigation Works - Stage 2....	-	2,528	57	2,471	-	-	-
Collie Futures Fund	289	200	200	675	-	-	-
Collie Replica Mine Upgrade Project.....	-	-	90	272	-	-	-
Collie River Revitalisation.....	125	-	-	-	-	-	-
Collie Tourism Readiness and Economic Stimulation Proposal.....	-	1,100	1,100	-	-	-	-
Collie Visitor's Centre Upgrade Project	-	-	37	500	-	-	-
Community Centres Network.....	3,066	3,653	537	3,000	3,000	3,000	3,000
Community Chest Grants Scheme	-	201	213	-	-	-	-
COVID-19 Recreational Fishing Recovery	-	-	169	1,936	875	-	-
COVID-19 Response							
Air Freight Support Program.....	624	376	-	376	-	-	-
Broome Town Beach Jetty.....	-	2,987	2,987	-	-	-	-
Dampier Peninsula - Church.....	-	400	400	-	-	-	-
Dolphin Discovery Centre	24	-	-	-	-	-	-
Margaret River Main Street Redevelopment..	-	-	3,080	-	-	-	-
Newman Waste Water Treatment Plant	-	1,000	-	1,000	-	-	-
Primary Industries Workers Regional Travel and Accommodation Support Scheme.....	-	3,100	1,863	1,237	-	-	-
Residential Facility for Martu Students (Newman)	-	2,000	2,000	500	500	1,000	-
Support for Regional Chamber of Commerce Unallocated.....	140	-	-	-	-	90	-
Curtin Jiji Program.....	-	567	567	-	-	-	-
Dampier Peninsula Activation.....	-	1,700	468	2,900	532	-	-
Donnybrook Town Centre Revitalisation							
South West.....	1,800	1,800	-	-	-	-	-
Doors Wide Open.....	100	100	100	-	-	-	-
eConnect+.....	-	-	-	508	-	-	-
Election Commitments							
Albany Trails.....	-	-	-	1,600	1,600	-	-
Animal Welfare Package Small Commitments ..	-	-	-	500	500	500	500
Australian Underwater Discovery Centre.....	-	-	-	6,200	3,300	-	-
Backing North Wanneroo Agriculture.....	-	-	-	434	250	-	-
Boulder Camp Upgrade	-	-	-	510	-	-	-
Bunbury Speedway Upgrades	-	-	-	750	-	-	-
Carnarvon One Mile Jetty	-	-	-	1,365	3,000	-	-
Dawesville Community Centre.....	-	-	-	-	3,000	-	-
Full Circle Therapy Centre (Paediatric Allied Health Services).....	-	-	-	2,070	697	-	-
Halls Creek Town Development Masterplan....	-	-	-	3,500	-	-	-
Harvey Senior Citizens Centre Redevelopment...	-	-	-	610	-	-	-
Harvey Trails and Adventure Precinct Masterplan Project	-	-	-	105	-	-	-
Industry Attraction and Development Fund - Collie.....	-	-	-	1,469	5,351	6,000	6,000
Kalgoorlie Boulder Youth Precinct and Hub Project.....	-	-	-	-	2,100	-	-
Karlkurla Bushland and Nature Playground...	-	-	-	600	-	-	-
Peel Agrifood Activation Fund - Food Technology Facility Project	-	-	-	3,771	2,769	1,266	1,264
Peel Regional Trails.....	-	-	-	500	1,500	-	-
Pet Sterilisation Program	-	-	-	250	-	-	-
Ravenswood Community Centre	-	-	-	750	-	-	-
RSPCA Funding	-	-	-	580	580	580	580
Small Commitments Program.....	-	-	2,644	13,379	-	-	-
Waroona Town Centre Revitalisation	-	-	-	1,300	-	-	-
Western Australian Wine Industry Export Growth Partnerships	-	-	-	810	720	460	895
Yalgorup National Park Ecotourism Development.....	-	-	-	2,000	-	-	-

Primary Industries and Regional Development - continued

	2019-20	2020-21	2020-21 Estimated	2021-22 Budget	2022-23 Forward	2023-24 Forward	2024-25 Forward
	Actual \$'000	Budget \$'000	Actual \$'000	Estimate \$'000	Estimate \$'000	Estimate \$'000	Estimate \$'000
Esperance Indoor Stadium.....	1,000	-	-	-	-	-	-
Extension to Doppler Radar Project.....	201	-	-	-	-	-	-
Feasibility Study Residential Colleges for Aboriginal Students in Port Hedland and Newman.....	33	100	100	-	-	-	-
Food and Beverage Value Add Fund.....	-	3,000	2,247	3,903	3,000	3,000	-
Food Industry Innovation.....	-	200	200	200	200	200	300
Funding for the Royal Agricultural Society of Western Australia.....	-	1,650	1,650	-	-	-	-
Goldfields Esperance Arts & Culture.....	100	100	100	-	-	-	-
Goldfields Major Solar Feasibility.....	-	448	-	235	213	-	-
Greenbushes Lithium Supply Chain Feasibility Study.....	-	3,800	-	-	-	-	-
Halifax Business Park.....	800	700	700	-	-	-	-
Help Grain Growers to Better Manage Risk.....	515	-	-	-	-	-	-
Horticultural Netting Infrastructure Scheme Pome Fruit Industry.....	-	-	-	2,117	-	-	-
Jawun Indigenous Corporate Partnership Program.....	120	-	-	-	-	-	-
Jawun Partnership Agreement.....	280	-	-	-	-	-	-
Koojan Downs Road Upgrade.....	-	-	-	1,000	-	-	-
Koombana Bay Park Facilities.....	42	457	338	107	-	-	-
Laverton Great Beyond Visitor Centre Project..	300	1,000	750	250	-	-	-
Living Lakes (Stage 3).....	250	-	-	-	-	-	-
Local Projects Local Jobs.....	94	-	-	-	-	-	-
Mandurah Eastern Foreshore Redevelopment.	5,000	5,000	3,500	1,500	-	-	-
Minninup Pool.....	200	-	-	-	-	-	-
Miruwung and Gajerrong Corporation.....	200	-	-	-	-	-	-
Modern Biosecurity and Product Integrity.....	-	100	100	100	100	100	-
Murujuga Aboriginal Corporation - Living Knowledge Centre and Tourism Precinct.....	1,004	-	-	-	-	-	-
Myalup-Wellington Water for Growth.....	-	8,400	-	1,000	2,000	1,891	5,234
Norseman: The Heart of the Great Western Woodlands.....	399	-	-	-	-	-	-
North West Aboriginal Housing Initiative.....	-	2,000	-	-	-	-	1,900
Northern Beef Development.....	-	-	-	69	69	69	-
Northern Beef Industry Strategy.....	300	-	-	-	-	-	-
Ord Expansion Project.....	-	4,000	3,003	1,000	1,983	-	-
Other Agriculture Grants.....	4,506	4,490	4,490	2,605	1,959	1,959	1,959
Other Fisheries Grants.....	615	200	224	355	360	330	330
Other Grants and Subsidies.....	2,358	-	3,466	1,006	1,383	555	211
Peel-Harvey Catchment Council.....	-	-	-	120	-	-	-
Catchment Council Water Research Infrastructure Project.....	-	-	58	284	83	75	-
Estuary.....	617	-	-	-	-	-	-
Pilbara Aboriginal Town Based Reserves Irrungadji.....	-	-	-	4,369	297	297	-
Parnajinya.....	-	-	195	3,300	369	375	382
Tjalka Boorda Transition Plan.....	52	1,259	576	1,430	128	-	-
Unallocated.....	-	2,550	-	-	-	6,391	980
Recreational Fishing Initiatives.....	1,869	2,100	2,100	2,100	2,100	2,100	2,100
Regional Aged Accommodation Program.....	6,110	6,200	2,700	1,800	1,700	-	-
Regional Australia Institute.....	200	-	-	-	-	-	-
Regional Centres Development Plan - Stage 2.....	-	1,500	-	908	1,542	-	-
Regional Development Leverage Unit.....	-	4,500	1,331	2,500	2,383	1,807	5,000
Regional Economic Development Grants Scheme.....	5,562	12,767	5,248	12,519	5,000	5,000	5,000
Regional Grants Scheme.....	733	603	1,132	-	-	-	-
Regional Investment Initiative.....	-	184	-	184	-	-	-
Regional Local Content Initiative.....	-	150	60	130	90	-	-
Regional Men's Health.....	800	800	800	800	800	800	800
Regional New Industries Fund.....	721	-	-	-	-	-	-
Regional Recovery Partnerships.....	-	-	-	8,480	1,360	-	-
Regional Telecommunications Project.....	3,300	11,345	2,609	12,971	-	-	-
Regional Telecommunications Project Regional Connectivity Program.....	-	-	-	8,252	-	-	-
Regional Workers Campaign.....	-	1,660	1,060	-	-	-	-
Regional Workers Incentives - Price Index Funding.....	-	175	175	-	175	-	175
Riverview Residents - Upgrade to Over 55's Estate.....	-	-	-	2,000	-	-	-
Royal Agricultural Society of Western Australia....	-	-	-	4,000	-	-	-
Rural Farm Assistance.....	1,693	1,700	181	200	200	200	200
Severe Tropical Cyclone Seroja Assistance Package.....	-	-	2,000	1,152	-	-	-

	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
Shark Hazard Mitigation Strategies and Initiatives.....	-	200	200	600	600	600	600
Southern Forests							
Food Council.....	480	425	-	425	-	-	-
Irrigation Scheme.....	769	-	-	-	-	-	-
State Agriculture Telecommunication Infrastructure Fund							
Administration.....	58	183	100	83	-	-	-
Digital Farm	1,723	1,909	1,000	1,580	-	-	-
Digital Farm Round 2.....	-	1,000	450	1,650	-	-	-
Digital Farm Round 3.....	-	-	-	3,750	3,250	-	-
Grainbelt Digital Enhancement Project	132	355	-	-	-	-	-
Northern Goldfields Digital Connectivity Project.....	-	-	-	500	500	-	-
Unallocated.....	-	4,600	-	3,117	-	-	-
Surf Life Saving Western Australia - Shark Hazard Mitigation Services	3,637	3,905	3,905	4,005	3,944	3,983	4,023
Thomas Little Memorial Hall (Our Lady of Lourdes) Restoration	250	-	-	-	-	-	-
Transform Peel.....	74	-	-	-	-	-	-
University of Western Australia Wave Energy Research Centre.....	-	-	-	800	500	250	-
WA Open for Business	3,673	-	4,926	3,434	3,750	2,750	2,750
Warmun Facility Upgrade	75	500	-	500	-	-	-
Western Australian Regional Film Fund	3,000	-	-	-	-	-	-
Western Desert Land Aboriginal Corporation Jiji 2 Program.....	-	120	120	-	-	-	-
Wild Dog Action Plan.....	1,635	295	295	1,195	1,195	1,195	1,195
Yamatji Nation Indigenous Land Use Agreements - Registration	-	1,562	-	10,134	1,709	479	479
TOTAL	82,097	138,651	89,424	190,602	86,502	58,142	54,300

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.....	19,779	18,635	28,231	16,225	13,319	12,828	12,455
Restricted cash.....	113,162	80,922	98,112	79,242	77,620	77,620	77,620
Holding account receivables.....	8,090	9,078	9,078	10,976	12,894	12,894	12,894
Receivables.....	8,787	9,297	9,297	9,297	9,297	9,297	9,297
Other.....	20,920	14,520	14,541	16,597	18,757	20,062	18,900
Total current assets.....	170,738	132,452	159,259	132,337	131,887	132,701	131,166
NON-CURRENT ASSETS							
Holding account receivables.....	160,097	181,627	173,730	187,614	206,221	226,471	250,553
Property, plant and equipment.....	290,552	337,970	291,468	348,478	412,554	459,873	458,872
Intangibles.....	9,929	17,534	15,206	24,981	21,031	16,669	11,233
Restricted cash.....	1,706	2,205	2,205	2,205	2,205	2,205	2,205
Other.....	24,583	23,579	23,557	20,172	20,672	19,672	19,672
Total non-current assets.....	486,867	562,915	506,166	583,450	662,683	724,890	742,535
TOTAL ASSETS.....	657,605	695,367	665,425	715,787	794,570	857,591	873,701
CURRENT LIABILITIES							
Employee provisions.....	45,891	46,053	46,053	46,053	46,053	46,053	46,053
Payables.....	14,208	14,241	14,241	14,241	14,241	14,241	14,241
Borrowings and leases.....	12,497	6,453	7,223	6,085	4,005	4,954	4,712
Other.....	14,993	13,759	13,759	13,759	13,759	13,759	13,759
Total current liabilities.....	87,589	80,506	81,276	80,138	78,058	79,007	78,765
NON-CURRENT LIABILITIES							
Employee provisions.....	9,264	9,264	9,264	9,264	9,264	9,264	9,264
Borrowings and leases.....	10,576	11,068	10,298	8,344	8,072	6,616	5,533
Other.....	791	791	791	791	791	791	791
Total non-current liabilities.....	20,631	21,123	20,353	18,399	18,127	16,671	15,588
TOTAL LIABILITIES.....	108,220	101,629	101,629	98,537	96,185	95,678	94,353
EQUITY							
Contributed equity.....	555,409	610,833	570,187	637,605	714,047	778,067	794,784
Accumulated surplus/(deficit).....	(17,279)	(28,642)	(17,912)	(31,878)	(27,184)	(27,675)	(26,983)
Reserves.....	11,255	11,547	11,521	11,523	11,522	11,521	11,547
Total equity.....	549,385	593,738	563,796	617,250	698,385	761,913	779,348
TOTAL LIABILITIES AND EQUITY.....	657,605	695,367	665,425	715,787	794,570	857,591	873,701

(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	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	169,363	196,684	216,939	223,709	190,447	184,073	160,326
Capital appropriation.....	5,102	31,495	11,881	40,582	16,569	7,455	5,459
Holding account drawdowns	5,846	5,846	2,577	3,840	3,825	5,778	5,778
Royalties for Regions Fund:							
Country Local Government Fund	-	1,000	-	-	-	-	-
Regional Community Services Fund	67,301	114,454	71,493	135,193	101,504	62,949	75,807
Regional Infrastructure and Headworks Fund	7,521	29,889	1,914	50,621	58,968	61,628	12,448
Regional and State-wide Initiatives	59,286	61,651	61,620	60,252	56,570	57,394	57,409
Receipts paid into Consolidated Account	(2,500)	-	-	-	-	-	-
Other.....	1,908	9,623	4,869	7,582	7,941	1,450	1,450
Net cash provided by State Government	313,827	450,642	371,293	521,779	435,824	380,727	318,677
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(200,157)	(202,489)	(205,240)	(211,869)	(211,212)	(217,500)	(213,202)
Grants and subsidies	(82,098)	(138,651)	(89,424)	(190,602)	(86,502)	(58,139)	(54,294)
Supplies and services	(86,886)	(103,377)	(97,285)	(124,703)	(105,884)	(94,382)	(95,349)
Accommodation.....	(18,300)	(8,534)	(15,950)	(16,414)	(16,354)	(16,610)	(16,837)
GST payments	(22,690)	(15,788)	(15,788)	(15,788)	(15,788)	(16,025)	(16,265)
Finance and interest costs	(1,315)	(973)	(822)	(485)	(439)	(449)	(421)
Other payments	(24,308)	(21,510)	(32,619)	(24,764)	(23,055)	(21,151)	(21,630)
Receipts (c)							
Regulatory fees and fines	49,651	31,177	37,539	52,021	52,380	52,711	60,811
Grants and subsidies	31,887	31,569	35,831	40,346	29,517	31,804	32,046
Sale of goods and services.....	3,147	9,015	9,902	9,890	7,725	8,807	8,807
GST receipts.....	22,955	15,788	15,788	15,788	15,788	16,025	16,265
Other receipts	22,234	2,534	3,126	2,703	2,706	2,726	2,743
Net cash from operating activities	(305,880)	(401,239)	(354,942)	(463,877)	(351,118)	(312,183)	(297,326)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(13,060)	(78,055)	(18,330)	(81,249)	(80,819)	(64,330)	(18,336)
Other payments	(2,000)	-	-	(2,055)	(3,210)	(1,305)	-
Proceeds from sale of non-current assets	198	362	245	362	255	255	255
Other receipts	2,306	-	-	-	-	-	-
Net cash from investing activities	(12,556)	(77,693)	(18,085)	(82,942)	(83,774)	(65,380)	(18,081)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(5,358)	(11,357)	(11,128)	(9,634)	(6,010)	(5,163)	(5,159)
Other payments	-	(1,037)	(1,037)	(1,400)	-	-	-
Proceeds from borrowings	-	1,037	1,037	1,400	-	-	-
Other proceeds	-	6,762	6,763	3,798	550	1,508	1,516
Net cash from financing activities	(5,358)	(4,595)	(4,365)	(5,836)	(5,460)	(3,655)	(3,643)
NET INCREASE/(DECREASE) IN CASH HELD	(9,967)	(32,885)	(6,099)	(30,876)	(4,528)	(491)	(373)
Cash assets at the beginning of the reporting period	156,893	134,647	134,647	128,548	97,672	93,144	92,653
Net cash transferred to/from other agencies	(12,279)	-	-	-	-	-	-
Cash assets at the end of the reporting period	134,647	101,762	128,548	97,672	93,144	92,653	92,280

(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	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
Regulatory Fees and Fines							
Regulatory Fees	10,974	7,632	7,632	8,776	9,135	9,466	9,466
Grants and Subsidies							
Direct Grants and Subsidies Revenues							
Capital	-	7,774	-	5,848	6,757	-	-
Commonwealth - Recurrent	446	1,766	671	1,766	1,766	1,792	1,792
Recurrent	28,294	29,217	29,171	28,143	27,491	29,717	30,128
Sale of Goods and Services							
Sale of Goods and Services	3,147	9,153	9,902	9,890	7,725	8,807	8,807
GST Receipts							
GST Input Credits	18,565	9,327	9,327	9,327	9,327	9,467	9,609
GST Receipts on Sales	4,390	6,461	6,461	6,461	6,461	6,558	6,656
Other Receipts							
Interest Received	2,188	2,013	722	1,579	1,531	1,515	1,487
National Partnership Payments							
Capital - Regional Recovery Partnership	-	-	3,840	6,000	-	-	-
Farm Business Resilience and Regional							
Drought Planning Program	-	-	-	3,561	-	-	-
Horticultural Netting Infrastructure Scheme	-	-	2,167	-	-	-	-
Improving Management of Wild Dogs in							
Western Australia	1,000	-	-	-	-	-	-
Managing Established Pest Animals and							
Weeds	687	-	-	143	134	169	-
National Plant Health Surveillance Program ...	-	-	-	126	126	126	126
NWIDF - FC - Southern Forests Irrigation							
Scheme	350	650	-	650	-	-	-
Pest and Disease Preparedness and							
Response Programs	1,231	482	482	507	-	-	-
Pest, Animal and Weed Management in							
Drought Affected Areas	250	-	-	-	-	-	-
Other Receipts	19,281	1,547	6,634	1,566	1,566	1,838	1,860
Receipts of Employee Contributions Housing							
Leased	2,302	139	139	742	793	823	846
TOTAL	93,105	76,161	77,148	85,085	72,812	70,278	70,777

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							
Commonwealth Grants							
Direct Grants and Subsidies Revenue from Commonwealth - Recurrent	380	-	-	-	-	-	-
Other							
Appropriation.....	1,550	1,550	1,550	1,550	1,550	1,550	1,550
Interest Revenue.....	1,183	987	987	732	525	404	300
Other Revenue.....	146	-	-	-	-	-	-
Revenue from Regional and State-wide Initiatives - Recurrent	-	(101,677)	-	(130,221)	23,775	7,000	20,000
Revenue from Regional Community Services Fund - Recurrent	1,704	6,330	7,022	8,662	7,290	6,600	5,848
Revenue from Regional Infrastructure and Headworks Fund - Recurrent	-	28	-	-	28	-	-
TOTAL ADMINISTERED INCOME	4,963	(92,782)	9,559	(119,277)	33,168	15,554	27,698
EXPENSES							
Grants to Charitable and Other Public Bodies							
East Kimberley Transitional Housing	2,581	1,456	-	2,407	874	911	948
Essential and Municipal Services Improvement in Remote Aboriginal Communities	3,323	7,901	-	30,921	5,665	-	-
Hedland Transitional Housing Project.....	-	1,500	-	2,178	268	753	847
Jalbi Jiya (Your Home) Program	-	-	7,355	1,533	315	329	168
Kimberley Schools Project	4,748	4,872	4,500	5,589	4,744	-	-
North West Aboriginal Housing	-	-	-	5,848	6,757	-	-
Royalties for Regions Program Global Provision	-	18,821	-	10,537	23,775	7,000	20,000
State Contribution to Natural Resource Management	5,448	9,246	7,780	9,686	8,908	8,150	7,398
Other							
Royalties for Regions Program Underspend Provision	-	(112,724)	-	(138,058)	-	-	-
Supplies and Services.....	1,397	438	438	216	139	105	77
Western Australia Co-Operatives Loan Scheme - Interest Expense to Western Australian Treasury Corporation	657	678	678	516	386	299	223
TOTAL ADMINISTERED EXPENSES	18,154	(67,812)	20,751	(68,627)	51,831	17,547	29,661

Agency Special Purpose Account Details

FISHERIES ADJUSTMENT SCHEMES SPECIAL PURPOSE ACCOUNT

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

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	672	565	565	504
Receipts:				
Appropriations	-	2,026	-	500
Other	4,654	9,528	6,685	3,560
	5,326	12,119	7,250	4,564
Payments	4,761	12,069	6,746	4,560
CLOSING BALANCE.....	565	50	504	4

FISHERIES RESEARCH AND DEVELOPMENT SPECIAL PURPOSE ACCOUNT

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

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	100	5,541	5,541	100
Receipts:				
Appropriations	38,629	55,336	37,895	32,190
Other	35,239	17,339	25,017	27,250
	73,968	78,216	68,453	59,540
Payments	68,427	73,785	68,353	59,440
CLOSING BALANCE.....	5,541	4,431	100	100

RECREATIONAL FISHING SPECIAL PURPOSE ACCOUNT

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

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	2,500	1,960	1,960	2,500
Receipts:				
Appropriations	8,325	10,500	9,817	10,150
Other	8,418	6,618	9,255	9,350
	19,243	19,078	21,032	22,000
Payments	17,283	18,578	18,532	20,500
CLOSING BALANCE.....	1,960	500	2,500	1,500

ROYALTIES FOR REGIONS REGIONAL REFORM FUND

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

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	80,085	69,433	69,433	57,578
Receipts:				
Appropriations	-	-	-	16,000
	80,085	69,433	69,433	73,578
Payments	10,652	23,503	11,855	48,476
CLOSING BALANCE.....	69,433	45,930	57,578	25,102

Division 16 Mines, Industry Regulation and Safety

Part 4 Jobs and Economic Development

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							
Service Appropriation							
Base Component	119,006	127,058	143,314	118,528	118,504	119,506	124,242
Services to Industry Component (Mining Tenement Rentals (MTR)) ^(a)	15,910	15,910	15,910	21,910	21,910	21,910	21,910
Item 45 Net amount appropriated to deliver services	134,916	142,968	159,224	140,438	140,414	141,416	146,152
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,494	1,494	1,494	1,502	1,507	1,512	1,517
Total appropriations provided to deliver services	136,410	144,462	160,718	141,940	141,921	142,928	147,669
ADMINISTERED TRANSACTIONS							
Item 46 Amount provided for Administered Grants, Subsidies and Other Transfer Payments ^(b)	85,438	110,712	132,532	126,662	20,645	13,268	13,299
CAPITAL							
Item 121 Capital Appropriation ^(c)	1,491	1,930	3,530	6,592	1,573	1,600	1,601
TOTAL APPROPRIATIONS	223,339	257,104	296,780	275,194	164,139	157,796	162,569
EXPENSES							
Total Cost of Services	286,405	287,493	296,861	302,109	308,573	306,907	309,863
Net Cost of Services ^{(d) (e)}	117,335	134,264	137,132	133,273	139,723	138,051	141,002
CASH ASSETS ^(f)	394,236	419,006	434,301	456,463	478,628	502,342	526,328

(a) The Department will collect additional revenue for Mining Tenement Rentals (MTR) from 2021-22 onwards. The increased revenue will fund an increase to the Exploration Incentive Scheme to \$12.5 million per annum, address the exploration licence backlog, implement outstanding Hydraulic Fracturing Inquiry recommendations and provide increased base funding to the Minerals Research Institute of Western Australia (MRIWA). This enables the Department to promote continued investment in the State and deliver services more effectively in response to industry needs. Further details on MTR appear in the Details of Administered Transactions table.

(b) A Machinery of Government change has transferred the royalty collection and administration function and subsequently the previously reported *Petroleum (Submerged Lands) Act 1982* to the Department of Finance.

(c) Additional capital appropriation is provided to fund lease repayments and is not reflected in the Asset Investment Program table.

(d) 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.

(e) 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.

(f) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on 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 Commitments					
Building and Construction Industry (Security of Payment) Bill 2021	-	-	2,921	2,067	1,952
Circle Green Community Legal	-	100	100	100	100
Fast Tracking Mining Approvals	-	3,440	6,254	5,028	5,124
Geoscience Data Transformation Strategy	-	396	4,944	3,248	1,712
Mental Health in the Workplace	-	1,000	1,000	1,000	1,000
Wage Supplier Audit Unit	-	372	701	706	711
Work Health and Safety Act 2020					
Implementation	-	3,551	5,425	5,227	5,272
Stakeholder Engagement	-	300	300	300	300
COVID-19 Response					
Residential Rent Relief Grants Scheme Administration	2,547	1,642	-	-	-
Ongoing Initiative					
Tjiwarl Native Title Compensation	767	979	-	-	-
Other					
Exploration Incentive Scheme	-	2,500	2,500	2,500	2,500
Government Office Accommodation Reform Program	(58)	(83)	(83)	(74)	(65)
Government Regional Officer Housing	(23)	(32)	(25)	(13)	(11)
Resource Regulation	-	3,500	3,500	3,500	3,500
Transfer of Royalties Function to the Department of Finance	-	(1,466)	(1,484)	(1,503)	(1,521)
Whole-of-Government Regulatory Approvals	135	838	862	884	896

Significant Issues Impacting the Agency

- On 10 November 2020 the *Work Health and Safety Act 2020* (WHS Act) received Assent. Upon commencement, the WHS Act will replace the *Occupational Safety and Health Act 1984* and work health and safety (WHS) related laws currently contained in the *Mines Safety and Inspection Act 1994* and petroleum and geothermal energy operations laws. The WHS Act will commence when the WHS regulations are gazetted. A 2021 election commitment was for the WHS laws to commence in January 2022. Recognising the importance of this legislation, the Government has allocated significant resources to meet this commitment to ensure a smooth transition to the new laws.
- The *Building and Construction Industry (Security of Payment) Act 2021* (the Act) was passed by the Legislative Council and received Royal Assent on 25 June 2021. The Act delivers on the Government's election commitment to provide better payment protections to subcontractors and suppliers in the building and construction industry and implements many of the remaining recommendations made by Mr John Fiocco in the Final Report to the Minister for Commerce: Security of Payment Reform in the WA Building and Construction Industry. The Department is now focused on preparing supporting regulations and will work closely with industry participants as the new legislation is implemented over coming years.
- The Department drafted legislative amendments and undertook industry consultation on amendments to the *Mining Act 1978* (Streamlining (Mining Amendments) Bill 2021) to introduce a single approval instrument to approve mining project activities across multiple tenements, reduce the administrative burden for industry and allow automated assessment and authorisation of prescribed activities subject to acceptance of standardised conditions.
- The resources sector continued to be a strong contributor to the Western Australian economy, successfully navigating and continuing to operate throughout the COVID-19 pandemic to deliver record sales of \$174.4 billion in the calendar year 2020. This was a \$5.8 billion increase on the 2019 calendar year result of \$168.6 billion that was largely the result of improved iron ore prices and the higher iron ore sales volumes, and record gold prices. Direct employment in the mining sector grew to more than 139,000 people, up from 133,000 the previous year. The Government also collected \$9.1 billion in royalties (including North West Shelf grants) from the resources sector in 2020, while investment remains strong with an estimated \$140 billion worth of resource projects in the development pipeline as of March 2021.

5. The Government continues to support the successful Exploration Incentive Scheme (EIS) from mining tenement rental fees in 2021-22. This program promotes resource sector investment in the State, creates jobs predominantly in regional areas, and strengthens the State's economy. The EIS continues to concentrate on the acquisition and interpretation of geophysical data, integrated with geochemical isotopic analysis. This data is vital to the search for battery and critical minerals in Western Australia. This pre-competitive data are large cost items that are beyond the budget scope of junior and mid-tier mineral exploration companies which drive the State's exploration.
6. Delivery of geological data in a timely and effective way can have a significant impact on mineral and petroleum exploration investment in Western Australia. Market appraisal has demonstrated that there is a need to change how pre-competitive geoscience data is collected, stored and disseminated for use. The Department is delivering exploration ready datasets that focus on data integration and analysis of key regions, working on developing and implementing new database systems, and transforming the existing datasets to modernise geological data delivery for Western Australia.
7. The Department has assisted the Commission for Occupational Safety and Health prepare a consultation draft workplace behaviour code of practice. Workplace behaviours remain a safety and health concern at many workplaces. Workplace sexual harassment has been an emerging issue with some high-profile cases reported in the media this year, and State and Commonwealth responses to the Australian Human Rights Commission's report Respect@Work.
8. In June 2020, the Government introduced the Industrial Relations Legislation Amendment Bill 2020 (the Bill) into Parliament. The Bill lapsed when Parliament was prorogued for the 2021 State election. The Bill contains the Government's response to the 2018 Ministerial Review of the State Industrial Relations System and the 2019 Inquiry into Wage Theft in Western Australia. The Government has made a commitment to reintroduce the Bill, as well as introduce various other industrial relations reforms including a new minimum entitlement to five days' unpaid family and domestic violence leave, enabling the concurrent appointment of suitably qualified industrial commissioners as industrial magistrates, and making Easter Sunday a public holiday in Western Australia.
9. The Department is undertaking a range of strategies to combat the significant issue of wage theft, consistent with the findings and recommendations of the 2019 Inquiry into Wage Theft in Western Australia and the Government's 2021 election commitments. It involves a multi-faceted approach of education, information, assistance, enforcement and interjurisdictional collaboration for the protection of vulnerable workers.
10. The Department supported implementation of the Government's public sector workforce priorities, including wages policy, conversion of fixed-term and casual employees to permanency, reviewing public sector redeployment and redundancy practices, and reviewing temporary labour hire arrangements. Thirty-nine agreements covering around 146,000 employees have been settled during a second round of bargaining under the \$1,000 per annum wages policy. In-principle agreement under a third round of bargaining has been secured for eight agreements covering approximately 36,000 employees. Thirty-eight agreements are expected to expire in 2022, covering around 140,000 employees and representing 92% of the public sector workforce.
11. The Department's work and industry consultation on major policy reform initiatives in implementing the recommendations of the Building Confidence - Improving the Effectiveness of Compliance and Enforcement Systems for the Building and Construction Industry across Australia report is continuing. It is expected that final reports on several reform proposals will be considered by the Government in late 2021.
12. The Department will review the *Electricity Act 1945* and the *Gas Standards Act 1972* (the Acts), which regulate the safety of electricity and gas distribution systems, consumers' electricity and gas installations, appliances, and electricity and gas workers. Amendments are likely to be required to modernise and cater for emerging technologies. These reviews will also seek to align the Acts with the Government's Energy Transformation, Renewable Hydrogen and Future Battery Industry strategies.
13. Subject to the passage of legislation, the Government has committed to the implementation of Automatic Mutual Recognition (AMR) in Western Australia during the second half of 2021 as part of a national scheme. The Department has 40 different licences in its Building and Energy, Consumer Protection, and Mines Safety Divisions that fall within scope of the AMR scheme. To prepare for implementation, the Department has been working to identify licences for which notification of intent to work in Western Australia or exemption from the AMR scheme may be required. The AMR scheme will require the Department to share licensing and compliance information with other states and territories. The Department is engaging with other jurisdictions to agree on processes to facilitate consistent information exchange.

14. The impact of the COVID-19 pandemic continues to increase the number of consumers seeking assistance. For some consumers the COVID-19 pandemic has also meant an increase in debt due to loss of employment and/or ending of the Commonwealth's JobKeeper scheme. Some consumers may be vulnerable to seeking unsustainable credit and exposure to firms purporting to provide debt management support, which in some instances can result in poor consumer outcomes and increased debt. The Department will develop a strategy to target support in this area, including monitoring the Western Australian marketplace and lobbying at the national level to influence Commonwealth policy reforms relating to the regulation of credit providers.
15. A significant issue facing the Department in 2021-22 is its continued contribution to the ongoing COVID-19 Response and recovery through response measures implemented:
- 15.1. The Department's Consumer Protection Division will continue to administer the Residential Rent Relief Grant Scheme which was initially implemented in April 2020. Originally intended to conclude on 30 June 2021, the Government extended this scheme through until 31 December 2021 for tenants who had a residential tenancy agreement in place as at 28 June 2021.
- 15.2. The Department continues to play a leading role in the Government's public sector workforce response to the COVID-19 pandemic. This has included the Department's Government Sector Labour Relations Division issuing circulars to guide and support public sector employers in managing their workforces through COVID-19 lockdowns and restrictions, including introducing 20 days of paid COVID-19 leave for public sector employees including casuals, providing direct advice and support to public sector employers on COVID-19 related workforce issues, and engaging and sharing information with public sector unions.

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 Goals	Desired Outcome	Services
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	Supporting a safe, fair and responsible future for the community, industry and resources sector.	2. Industry Advice and Regulation 3. Safety and Labour Relations Advice and Regulation
Growing our communities: Protecting our environment with thriving suburbs and regions.		1. Resource Advice and Regulation 2. Industry Advice and Regulation

Service Summary

Expense	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
1. Resources Advice and Regulation.....	101,107	109,869	112,386	114,594	119,893	116,168	118,211
2. Industry Advice and Regulation.....	101,395	104,124	109,667	108,937	107,888	106,227	108,924
3. Safety and Labour Relations Advice and Regulation	83,903	73,500	74,808	78,578	80,792	84,512	82,728
Total Cost of Services.....	286,405	287,493	296,861	302,109	308,573	306,907	309,863

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: Supporting a safe, fair and responsible future for the community, industry and resources sector:					
Stakeholder satisfaction with the Department as an effective resource sector regulator ^(b)	n/a	75%	70%	75%	
Number of work-related traumatic-injury fatalities ^(c)	15	nil	15	nil	
Stakeholder satisfaction with the Department as an effective industry regulator ^(b)	n/a	75%	66%	75%	

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

(b) An exemption from reporting these results was granted in 2019-20 as it was considered not appropriate to conduct the research while many of our stakeholders were being impacted by trading and social restrictions caused by the COVID-19 pandemic.

(c) Confirmed reported work-related traumatic-injury fatalities comprised 15 cases (13 investigated by the WorkSafe Directorate and two by the Mines Safety Directorate) for both 2019-20 and 2020-21. The five year rolling average for 2020-21 is 14.

Services and Key Efficiency Indicators**1. Resources Advice and Regulation**

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target ^(a)	Note
Total Cost of Service	\$'000 101,107	\$'000 109,869	\$'000 112,386	\$'000 114,594	
Less Income ^(b)	48,930	47,060	49,850	49,139	
Net Cost of Service	52,177	62,809	62,536	65,455	
Employees (Full-Time Equivalents)	537	593	599	653	1
Efficiency Indicators					
Average cost of resource regulation per live title.....	\$4,340	\$4,641	\$4,752	\$4,731	

(a) The Total Cost of Service for 2021-22 does not include the transfer of the Royalties function to the Department of Finance.

(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.

Explanation of Significant Movements

(Notes)

- The increase in FTE numbers from the 2020-21 Estimated Actual to the 2021-22 Budget Target (9%) is primarily due to additional officers to address Fast Tracking Mining Approvals and progress Resource Regulation.

2. Industry Advice and Regulation

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	101,395	104,124	109,667	108,937	
Less Income ^(a)	58,527	54,159	53,204	66,224	1
Net Cost of Service	42,868	49,965	56,463	42,713	
Employees (Full-Time Equivalents)	587	549	575	577	
Efficiency Indicators					
Average cost per transaction to deliver industry advice and regulation services ^(b)	\$195	\$192	\$207	\$190	

(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.

(b) As the Department's Outcome Based Management structure was amended to transfer the Labour Relations function between services for 2020-21, the 2019-20 results have been recast for comparability purposes. The result for the same period published in the Department's 2019-20 Annual Report was \$206.

Explanation of Significant Movements

(Notes)

1. The increase in the 2021-22 Budget Target when compared to the 2020-21 Estimated Actual is predominantly due to regulatory fees and fines returning to pre-COVID-19 levels in 2021-22.

3. Safety and Labour Relations Advice and Regulation ^(a)

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	83,903	73,500	74,808	78,578	
Less Income ^(b)	61,613	52,010	56,675	53,473	
Net Cost of Service	22,290	21,490	18,133	25,105	
Employees (Full-Time Equivalents)	464	480	482	528	1
Efficiency Indicators					
Average cost per transaction to deliver safety and labour relations regulation services ^(c)	\$5,595	\$4,752	\$4,444	\$6,210	2
Percentage of high-risk work licence applications determined within agreed timeframes	83%	100%	34%	100%	3

(a) The Department's Outcome Based Management structure was amended to transfer the Labour Relations function between services for 2020-21.

(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) Results for this indicator are being reported for the first time in 2020-21. The 2019-20 Actual was backcast for comparability purposes.

Explanation of Significant Movements

(Notes)

1. The increase in FTE numbers from the 2020-21 Estimated Actual to the 2021-22 Budget Target (9.5%) is primarily due to additional officers to implement the WHS Act.
2. The increase in Average cost per transaction to deliver safety and labour relations regulation services from the 2020-21 Estimated Actual to the 2021-22 Budget Target is due to an expected reduction in regulatory transactions (i.e. inspections and investigations that make up the denominator of this measure) during 2021-22 resulting from the redirection of resources to implement the new WHS Act legislation.
3. The timely assessment of high-risk work licence applications has been negatively impacted by COVID-19 lockdowns and subsequent reallocation of resources to other prioritised initiatives.

Asset Investment Program

Election Commitment

1. As part of implementing the fast-tracking mining approval strategies, two new information and communications technology (ICT) projects are proposed to significantly expand the digital capability of all mining and petroleum lodgements to the Department by undertaking a series of initiatives. These include:
 - 1.1. extending the capture of spatial information and other mining and environmental data to all lodgements;
 - 1.2. replacing the existing standalone and legacy mining and petroleum application and compliance monitoring systems with a consolidated solution;
 - 1.3. integration with the whole-of-government Identity and Access Management platform;
 - 1.4. integration with the Digital Environmental Assessment program; and
 - 1.5. improving data transparency of the Department with industry and the public.

COVID-19 Response

2. Reinvigorating exploration activity is a priority of the COVID-19 Response to ensure the resources sector is well-positioned to bounce back when the global economy recovers. The works in progress project to expand the Kalgoorlie Core Library enhances the service it provides to geoscientists, junior explorers and some of the world's biggest miners. In addition, it stimulates construction activity, creates job opportunities and supports local businesses.

	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							
Kalgoorlie Core Library Expansion	7,000	2,000	2,000	5,000	-	-	-
Other							
ICT Infrastructure							
EnergySafety Compliance Management System							
Stage Two.....	1,381	1,114	250	267	-	-	-
Strategic Information Plan	13,545	11,223	464	1,322	1,000	-	-
COMPLETED WORKS							
Asset Replacement - Computer Hardware and Software							
2020-21 Program.....	914	914	914	-	-	-	-
NEW WORKS							
Asset Replacement - Computer Hardware and Software							
2021-22 Program.....	914	-	-	914	-	-	-
2022-23 Program.....	914	-	-	-	914	-	-
2023-24 Program.....	1,828	-	-	-	-	914	914
ICT Infrastructure							
Fast-tracking - Digital Transformation.....	7,540	-	-	39	1,626	3,621	2,254
Geoscience Data Transformation Strategy							
Implementation	300	-	-	-	300	-	-
Total Cost of Asset Investment Program	34,336	15,251	3,628	7,542	3,840	4,535	3,168
FUNDED BY							
Capital Appropriation.....			2,000	5,000	-	-	-
Drawdowns from the Holding Account			914	914	914	914	914
Funding Included in Department of Treasury - Digital							
Capability			-	39	1,926	3,621	2,254
Internal Funds and Balances.....			714	1,589	1,000	-	-
Total Funding.....			3,628	7,542	3,840	4,535	3,168

Financial Statements

Income Statement

Expenses

1. Employee benefits increased by \$11.2 million between the 2020-21 Budget and 2020-21 Estimated Actual mainly due to an increase in accrued leave expenses. Employee benefits are forecast to increase across the forward estimates period mainly due to implementation of the new WHS Act and fast-tracking mining approvals strategy.
2. Supplies and services decreased by \$3.3 million between the 2020-21 Budget and 2020-21 Estimated Actual mainly due to the Department's decreased industry management costs which reflected lower than budgeted revenue in some of the revenue streams. The increase in the 2021-22 Budget Estimate and over the forward estimates period is mainly due to the implementation of the new WHS Act and fast-tracking mining approvals strategy.

Income

3. Regulatory fees and fines decreased by \$4.5 million between the 2019-20 Actual and 2020-21 Estimated Actual mainly due to fee waivers of licence fees in response to the COVID-19 pandemic. Revenue is expected to return to pre-COVID-19 levels in 2021-22 as fee waivers have now ceased.
4. Service appropriations increased by \$16.3 million between the 2020-21 Budget and the 2020-21 Estimated Actual. This is mainly due to increased funding required to fund operational expense gap that arose due to licence fee waivers.

Statement of Financial Position

5. Restricted cash is estimated to increase by \$21.5 million between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate and then similar increases are expected across the forward estimates period. This is mostly due to an increase in the cash balance of the Mining Rehabilitation Fund and is partially offset by a slight decline in cash balances from other special purpose accounts.

Statement of Cashflows

6. Regional Community Services Fund reduces by \$285,000 between the 2020-21 Estimated Actual and 2021-22 Budget Estimate primarily due to completion of the Department's Licensing Centre, Collie project in September 2020.
7. Other cashflow from State Government has increased between the 2021-21 Estimated Actual and 2021-22 Budget Estimate and across following years mainly due to election commitments funded through the establishment of the Digital Capability Fund.
8. Capital appropriation has increased by \$3 million between the 2020-21 Estimated Actual and 2021-22 Budget Estimate mainly due to AASB16: *Leases* for State Fleet and Government Regional Officers' Housing.

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	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	189,219	183,100	194,336	194,903	199,831	202,160	204,960
Grants and subsidies ^(c)	14,864	17,536	19,036	16,636	15,036	15,036	15,036
Supplies and services	31,944	46,322	43,000	49,110	53,511	50,115	48,638
Accommodation	18,495	19,270	19,212	20,128	20,835	20,906	20,915
Depreciation and amortisation	5,225	5,909	5,930	5,581	4,000	3,301	4,985
Finance and interest costs	91	232	223	215	221	207	206
Other expenses	26,567	15,124	15,124	15,536	15,139	15,182	15,123
TOTAL COST OF SERVICES	286,405	287,493	296,861	302,109	308,573	306,907	309,863
Income							
Sale of goods and services	88	855	855	855	855	855	855
Regulatory fees and fines							
Mines Safety and Inspection Levy	44,631	34,000	34,000	34,000	34,000	34,000	34,000
Mining Rehabilitation Fund Levy	33,371	32,000	34,500	34,500	34,500	34,500	34,500
Other	80,784	81,738	85,738	94,796	94,796	94,796	94,796
Grants and subsidies	83	379	379	379	379	379	379
Other revenue	10,113	4,257	4,257	4,306	4,320	4,326	4,331
Total Income	169,070	153,229	159,729	168,836	168,850	168,856	168,861
NET COST OF SERVICES ^(d)	117,335	134,264	137,132	133,273	139,723	138,051	141,002
INCOME FROM STATE GOVERNMENT							
Service appropriations	136,410	144,462	160,718	141,940	141,921	142,928	147,669
Resources received free of charge	5,541	2,846	2,846	2,846	2,846	2,846	2,846
Royalties for Regions Fund:							
Regional Community Services Fund	209	513	513	228	228	228	228
Other revenues	3,835	10,059	6,482	9,150	15,037	12,907	11,360
TOTAL INCOME FROM STATE GOVERNMENT	145,995	157,880	170,559	154,164	160,032	158,909	162,103
SURPLUS/(DEFICIENCY) FOR THE PERIOD	28,660	23,616	33,427	20,891	20,309	20,858	21,101

- (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 1,588, 1,656 and 1,758 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	\$'000	\$'000
Asbestos Disease Society	100	100	100	100	100	100	100
Australian Building Codes Board	649	650	650	650	650	650	650
Circle Green Community Legal ^(a)	330	330	330	430	430	430	430
Co-Funded Drilling (Exploration Incentive Scheme)	4,654	7,800	7,800	5,800	5,800	5,800	5,800
Combatting Wage Theft in Western Australia	-	300	300	-	-	-	-
Curtin Sustainable Built Environment	100	100	100	100	100	100	100
Farmsafe Western Australia Alliance	70	70	70	70	70	70	70
Initiatives Enhancing Consumer Rights	49	68	68	68	68	68	68
Mental Health Prevention in the Workplace	-	-	-	1,000	1,000	1,000	1,000
Other Grants	170	-	-	-	-	-	-
Property Industry Grants	6,887	6,470	7,970	6,470	6,470	6,470	6,470
Resources Sector Research	1,855	1,648	1,648	1,648	48	48	48
Work Health and Safety Act 2020 Stakeholder Engagement	-	-	-	300	300	300	300
TOTAL	14,864	17,536	19,036	16,636	15,036	15,036	15,036

- (a) Circle Green Community Legal was previously known as Employment Law Centre WA.

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.....	1,876	2,342	14,214	14,926	15,844	17,762	19,680
Restricted cash.....	390,132	414,436	417,859	439,309	460,556	482,352	504,420
Holding account receivables.....	914	910	910	906	902	898	894
Receivables.....	16,946	16,332	17,036	17,126	17,216	17,306	17,396
Other.....	2,929	2,929	2,929	2,929	2,929	2,929	2,929
Total current assets.....	412,797	436,949	452,948	475,196	497,447	521,247	545,319
NON-CURRENT ASSETS							
Holding account receivables.....	36,022	37,310	37,310	38,291	37,671	36,352	36,717
Property, plant and equipment.....	125,847	124,723	126,145	130,130	129,098	128,109	126,587
Intangibles.....	3,054	2,536	1,537	1,011	1,323	1,323	-
Restricted cash.....	2,228	2,228	2,228	2,228	2,228	2,228	2,228
Other.....	-	-	-	39	1,665	5,286	7,540
Total non-current assets.....	167,151	166,797	167,220	171,699	171,985	173,298	173,072
TOTAL ASSETS.....	579,948	603,746	620,168	646,895	669,432	694,545	718,391
CURRENT LIABILITIES							
Employee provisions.....	40,484	40,086	44,586	44,188	43,790	43,392	42,994
Payables.....	6,209	6,675	6,352	6,495	6,638	6,781	6,924
Borrowings and leases.....	3,213	3,230	3,147	3,244	3,147	3,244	3,147
Other.....	23,973	24,512	23,973	23,973	23,973	23,973	23,973
Total current liabilities.....	73,879	74,503	78,058	77,900	77,548	77,390	77,038
NON-CURRENT LIABILITIES							
Employee provisions.....	7,820	7,970	7,970	8,120	8,270	8,420	8,570
Borrowings and leases.....	2,172	1,865	1,680	1,464	1,270	1,113	978
Other.....	5,882	5,344	5,882	5,882	5,882	5,882	5,882
Total non-current liabilities.....	15,874	15,179	15,532	15,466	15,422	15,415	15,430
TOTAL LIABILITIES.....	89,753	89,682	93,590	93,366	92,970	92,805	92,468
EQUITY							
Contributed equity.....	235,644	231,263	238,514	244,485	247,323	251,884	255,079
Accumulated surplus/(deficit).....	147,202	169,809	180,629	201,520	221,829	242,687	263,788
Reserves.....	107,349	112,992	107,435	107,524	107,310	107,169	107,056
Total equity.....	490,195	514,064	526,578	553,529	576,462	601,740	625,923
TOTAL LIABILITIES AND EQUITY.....	579,948	603,746	620,168	646,895	669,432	694,545	718,391

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

STATEMENT OF CASHFLOWS (a) (b)
(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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	132,016	142,264	158,520	140,049	141,631	143,337	146,394
Capital appropriation.....	1,491	1,930	3,530	6,592	1,573	1,600	1,601
Holding account drawdowns.....	3,577	914	914	914	914	914	914
Royalties for Regions Fund:							
Regional Community Services Fund.....	209	513	513	228	228	228	228
Other.....	4,891	9,678	6,101	8,808	16,582	16,147	13,233
Net cash provided by State Government	142,184	155,299	169,578	156,591	160,928	162,226	162,370
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(172,042)	(183,348)	(190,084)	(195,151)	(200,079)	(202,408)	(205,204)
Grants and subsidies	(14,864)	(17,536)	(19,036)	(16,636)	(15,036)	(15,036)	(15,036)
Supplies and services.....	(27,324)	(42,686)	(39,364)	(45,474)	(49,874)	(46,468)	(44,966)
Accommodation.....	(20,149)	(19,200)	(19,142)	(20,058)	(20,765)	(20,838)	(20,847)
GST payments.....	(12,551)	(7,507)	(7,507)	(7,507)	(7,507)	(7,507)	(7,507)
Finance and interest costs.....	-	(232)	(223)	(215)	(221)	(207)	(206)
Other payments	(27,909)	(16,079)	(16,079)	(16,491)	(16,094)	(16,145)	(16,086)
Receipts ^(c)							
Regulatory fees and fines							
Mines Safety and Inspection Levy	46,156	34,000	39,500	34,000	34,000	34,000	34,000
Mining Rehabilitation Fund Levy	33,464	32,000	35,000	34,500	34,500	34,500	34,500
Other.....	76,610	81,738	79,738	94,796	94,796	94,796	94,796
Grants and subsidies	-	379	379	379	379	379	379
Sale of goods and services.....	99	1,248	1,248	1,248	1,248	1,248	1,248
GST receipts.....	12,603	7,507	7,507	7,507	7,507	7,507	7,507
Other receipts	9,954	3,733	3,733	3,782	3,796	3,802	3,807
Net cash from operating activities	(95,953)	(125,983)	(124,330)	(125,320)	(133,350)	(132,377)	(133,615)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(2,450)	(3,028)	(3,628)	(7,542)	(3,840)	(4,535)	(3,168)
Net cash from investing activities	(2,450)	(3,028)	(3,628)	(7,542)	(3,840)	(4,535)	(3,168)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(8,000)	(1,530)	(1,555)	(1,567)	(1,573)	(1,600)	(1,601)
Net cash from financing activities	(8,000)	(1,530)	(1,555)	(1,567)	(1,573)	(1,600)	(1,601)
NET INCREASE/(DECREASE) IN CASH HELD.....	35,781	24,758	40,065	22,162	22,165	23,714	23,986
Cash assets at the beginning of the reporting period	358,455	394,248	394,236	434,301	456,463	478,628	502,342
Cash assets at the end of the reporting period	394,236	419,006	434,301	456,463	478,628	502,342	526,328

(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 (a)

	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
Regulatory Fees and Fines							
Regulatory Fees and Fines.....	50,822	51,615	50,815	64,592	64,592	64,592	64,592
Licences and Other Regulatory Fees	11,809	17,206	13,206	17,287	17,287	17,287	17,287
Proceeds from Petroleum Permits and							
Licences.....	4,882	5,579	5,579	5,579	5,579	5,579	5,579
Proceeds from Prospecting, Exploration and							
Other Mining Licences	9,097	7,338	10,138	7,338	7,338	7,338	7,338
Grants and Subsidies							
Grants and Subsidies	184	479	479	479	479	479	479
Sale of Goods and Services							
Sale of Goods and Services	99	3,929	3,929	3,929	3,929	3,929	3,929
GST Receipts							
GST Input Credits.....	12,603	7,507	7,507	7,507	7,507	7,507	7,507
Other Receipts							
Other Industry Regulation Receipts.....	5,427	5,723	2,602	2,602	2,602	2,602	2,602
Other Resources Sector Receipts	5,187	4,907	1,250	1,265	1,265	1,265	1,265
TOTAL	100,110	104,283	95,505	110,578	110,578	110,578	110,578

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

DETAILS OF ADMINISTERED TRANSACTIONS ^(a)

	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
INCOME							
Commonwealth Grants							
Waukarlycarly Stratigraphic Drilling	4,000	-	-	-	-	-	-
Fines							
Regulatory Fines	175	254	254	254	254	254	254
Other							
Appropriations	85,438	110,712	132,532	126,662	20,645	13,268	13,299
Home Indemnity Insurance (HII)	22,244	27,938	22,361	24,594	26,434	27,170	29,571
Mining Tenement Rentals (MTR)							
MTR Base Component	98,978	99,841	117,530	91,913	91,887	91,856	91,825
MTR Services to Industry Component ^(b) ..	15,910	15,910	15,910	23,410	23,436	23,467	23,498
Other Revenue	950	248	248	204	204	204	204
Rental Accommodation Account (RAA)	5,288	3,784	2,265	2,664	2,370	2,476	2,345
TOTAL ADMINISTERED INCOME	232,983	258,687	291,100	269,701	165,230	158,695	160,996
EXPENSES							
Other							
Aboriginal Lands Trust - Remuneration for							
Mining on Aboriginal Lands	353	406	406	406	406	406	406
Coal Industry Development	70	-	-	-	-	-	-
HII	18,958	23,856	17,912	21,142	22,298	22,691	23,150
Koolyanobbing Mine Financial Assistance							
Program	44,737	62,343	106,056	96,216	6,408	-	-
Magnetite Financial Assistance Program	45,629	3,200	96	-	-	-	-
MRIWA	2,297	3,805	3,805	6,305	4,831	3,862	3,893
Mining Tenement Refunds	832	9,000	400	9,000	9,000	9,000	9,000
Other Administered Expenses	1,411	-	-	-	-	-	-
RAA	10,285	9,088	9,688	9,137	9,187	9,187	9,187
Receipts Paid into the Consolidated							
Account	113,831	117,029	134,718	116,591	114,050	116,464	115,781
Residential Rent Relief Grant Scheme ^(c)	407	29,593	11,800	13,604	-	-	-
Ridges Iron Ore Financial Assistance							
Program	-	-	805	827	-	-	-
South West Hub	203	-	-	-	-	-	-
Waukarlycarly Drilling	6,189	-	-	-	-	-	-
TOTAL ADMINISTERED EXPENSES	245,202	258,320	285,686	273,228	166,180	161,610	161,417

(a) A Machinery of Government change has transferred the Royalty collection and administration function to the Department of Finance. For comparability purposes, Royalty collection data for all years is reflected in the Department of Finance Budget Statements.

(b) The Department will collect additional revenue for MTR from 2021-22 onwards. The increased revenue will fund an increase to the Exploration Incentive Scheme to \$12.5 million per annum, address the exploration licence backlog, implement outstanding Hydraulic Fracturing Inquiry recommendations and provide sustainable base funding for MRIWA. This enables the Department and MRIWA to promote continued investment in the State and deliver services more effectively in response to industry needs.

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

Agency Special Purpose Account Details

MINING REHABILITATION FUND

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

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	150,473	185,000	185,237	219,493
Receipts:				
Other	35,546	36,000	36,313	34,500
	186,019	221,000	221,550	253,993
Payments	782	5,000	2,057	4,000
CLOSING BALANCE.....	185,237	216,000	219,493	249,993

Western Australian Meat Industry Authority

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Authority's Asset Investment Program (AIP) supports the delivery of services at the Muchea Livestock Centre. The total AIP for 2021-22 is \$450,000 for plant and equipment to improve efficiency and worker safety.

	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							
Saleyard - 2020-21 Program	450	450	450	-	-	-	-
NEW WORKS							
Saleyard							
2021-22 Program.....	450	-	-	450	-	-	-
2022-23 Program.....	450	-	-	-	450	-	-
2023-24 Program.....	450	-	-	-	-	450	-
2024-25 Program.....	450	-	-	-	-	-	450
Total Cost of Asset Investment Program	2,250	450	450	450	450	450	450
FUNDED BY							
Internal Funds and Balances.....			450	450	450	450	450
Total Funding.....			450	450	450	450	450

Division 17 Small Business Development Corporation

Part 4 Jobs and Economic Development

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 47 Net amount appropriated to deliver services	13,621	15,065	14,962	16,483	14,414	14,136	14,305
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	260	260	260	261	262	263	264
Total appropriations provided to deliver services	13,881	15,325	15,222	16,744	14,676	14,399	14,569
CAPITAL							
Item 122 Capital Appropriation (a)	73	73	73	72	73	73	73
TOTAL APPROPRIATIONS	13,954	15,398	15,295	16,816	14,749	14,472	14,642
EXPENSES							
Total Cost of Services	13,980	16,038	14,860	17,802	15,209	14,897	15,067
Net Cost of Services (b) (c)	13,570	15,716	14,538	17,480	14,887	14,575	14,745
CASH ASSETS (d)	4,099	3,908	5,003	4,442	4,426	4,445	4,464

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

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Corporation's Income Statement since presentation of the 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 Initiative					
Small Business Lockdown					
Assistance Grants Program					
April 2021	400	450	-	-	-
June 2021	-	850	-	-	-
Tropical Cyclone Seroja Assistance Grants Program	100	50	-	-	-
Other					
2021-22 Streamlined Budget Process Incentive Funding	-	148	-	-	-

Significant Issues Impacting the Agency

1. The year was dominated by the economic impact of the COVID-19 pandemic on the business community. The Government's responses coupled with the significant support required by the small business community necessitated substantial adaptation and diversification by the Corporation.
2. The Corporation provided a wide range of support to a record number of clients via a dedicated information and guidance hub for small businesses managing the impacts of the pandemic. The use of digital channels (video and click-to-chat) for the Corporation's advisory services was accelerated and a suite of business development workshops created for online delivery. The Corporation also provided expert advisory and dispute resolution services to assist small business tenants and commercial landlords with their rent relief negotiations in response to emergency commercial tenancies legislation.
3. The Corporation was heavily involved in the development and implementation of policies, guidelines and communication resources associated with the introduction of mandatory contact tracing registers and the SafeWA (QR code) application. The rapid adoption of this technology by over 1.5 million Western Australians was supported by over 70,000 individual businesses registering and facilitating its usage.
4. As part of the COVID-19 Response, the Corporation provided policy and legislative advice to government departments and delivered a range of initiatives to help small businesses navigate the impacts of COVID-19. This included the extension of the Western Australian Code of Conduct for commercial rent relief negotiations, delivery of the 'PIVOT Program' to assist around 500 small businesses to identify new market opportunities and collaborating with agencies to deliver financial assistance packages to commercial landlords, travel agents, roadhouses, international education providers and small businesses significantly impacted by 'circuit-breaker' lockdowns.
5. The Corporation also assisted with the delivery of a grant scheme for small businesses impacted by Severe Tropical Cyclone Seroja, which devastated the Mid West and Northern Wheatbelt regions when it made landfall on 11 April 2021. One-off targeted business assistance grants of \$4,000 were provided to small businesses most impacted by structural damage and/or ongoing loss of revenue following the natural disaster. The Corporation also mobilised business advisors to provide assistance on the ground during the early weeks following the cyclone.
6. The Small Business Friendly Approvals Project continues to gather momentum, with six local government projects completed by the end of the financial year. Taking a human-centred design approach to map the small business journey, the Corporation received funding over two years from Streamline WA to improve the approvals processes and regulatory culture of 20 local governments. The program is an adjunct to the Small Business Friendly Local Governments initiative, which recognises the commitment of local government authorities to supporting their local small business community. There are now 49 local governments participating in the initiative, with over 74% of the State's 227,754 small businesses operating within a Small Business Friendly Local Government.
7. The negative impact on economies worldwide and international travel restrictions brought about by the COVID-19 pandemic has resulted in a downturn in the economic contribution of the Government's Business Migration program this financial year. Under the program, the Corporation promotes Western Australia in prime and emerging overseas markets and attracts and provides State nomination to business migrants who invest and/or establish businesses in Western Australia. During the year, business migrants contributed more than \$230 million in net assets into the State and created around 100 new jobs. The program is a key investment attraction initiative and aligns with the Government's goal of creating jobs and diversifying the economy.
8. The Collie Tourism Readiness Program commenced in July 2020, to assist local businesses to become tourism-ready. With the Government committing \$21.2 million to the region, including tourism attraction development, the Department of the Premier and Cabinet identified a need to prepare local small businesses for increased visitation. The Corporation delivered on-the-ground advisory services to the local business community through its Business Local provider, Business Advisory South West and Peel, with the support of the Shire of Collie. The program has been extended until December 2021 to consolidate Collie as an emerging tourism destination for Western Australia and ensure the local business community can fully benefit from the investment.

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 Corporation'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
WA Jobs Plan: Local manufacturing and production, creating WA jobs and training for the jobs of the future.	A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment.	1. Information, Guidance, Referral and Business Development Services 2. Access to Justice for Small Business

Service Summary

Expense	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
1. Information, Guidance, Referral and Business Development Services	11,488	13,079	12,310	15,042	12,399	12,037	12,157
2. Access to Justice for Small Business	2,492	2,959	2,550	2,760	2,810	2,860	2,910
Total Cost of Services.....	13,980	16,038	14,860	17,802	15,209	14,897	15,067

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment:					
The extent to which the information or guidance provided was useful	95%	95%	95%	95%	
The extent to which the information or guidance provided contributed to a decision to start or buy a business.....	89%	85%	72%	83%	1
Total value of capital inflow to the State from the Business Migration program	\$404 million	\$377 million	\$231 million	\$359 million	2
Number of jobs created through the Business Migration program.....	267	212	99	200	2

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

Explanation of Significant Movements

(Notes)

- Due to many challenges that small businesses face resulting from the COVID-19 pandemic, reduced confidence among potential small business owners was observed during the year. As a result, the 2020-21 Estimated Actual is lower than the 2020-21 Budget. The 2021-22 Budget Target represents anticipated increase in confidence among potential small business owners; however, this indicator is expected to continue to be lower than pre-COVID-19 levels.
- The 2020-21 Estimated Actual for both total value of net assets (capital inflow) and number of jobs created was lower than the 2020-21 Budget primarily due to the significant economic impacts of the COVID-19 pandemic on world economies and the closure of international borders restricting the movement of business migrants to Western Australia.

Services and Key Efficiency Indicators

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

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 11,488	\$'000 13,079	\$'000 12,310	\$'000 15,042	1
Less Income ^(b)	404	315	316	310	
Net Cost of Service	11,084	12,764	11,994	14,732	
Employees (Full-Time Equivalents)	42	49	50	54	
Efficiency Indicators					
Cost per client serviced directly by the Corporation ^(c)	\$25.51	\$29.48	\$22.58	\$31.60	2
Cost per client serviced through third party delivery ^(d)	\$132.24	\$157.21	\$143.58	\$153.36	
Cost of policy development, advice and reform projects as a percentage of the Total Cost of Service ^(e)	11.64%	19.44%	15.41%	16.72%	3

(a) Further detail regarding efficiency indicators is provided in the Corporation's Annual Report.

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

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

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

Explanation of Significant Movements

(Notes)

- The anticipated increase in the 2021-22 Budget Target for the Total Cost of Service primarily relates to the full year cost for the Small Business Friendly Approvals Project, and additional administration costs associated with the Small Business Lockdown Assistance Grants programs.
- The reduction between the 2020-21 Estimated Actual, the 2020-21 Budget and the 2021-22 Budget Target is predominantly due to a significant increase in the number of client engagements in 2020-21 as a result of the ongoing impacts of the COVID-19 pandemic. The forecast increase in the 2021-22 Budget Target reflects an expected reduction in the number of client contacts as the COVID-19 pandemic impacts ease.
- The reduction between the 2020-21 Estimated Actual and the 2020-21 Budget is due to a delay in the commencement of the Small Business Friendly Approval Project, resulting in lower than budgeted reform expenditure in 2020-21.

2. Access to Justice for Small Business

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 2,492	\$'000 2,959	\$'000 2,550	\$'000 2,760	
Less Income ^(a)	6	7	6	12	
Net Cost of Service	2,486	2,952	2,544	2,748	
Employees (Full-Time Equivalents)	13	15	10	10	
Efficiency Indicators					
Cost per client serviced directly in the provision of dispute resolution ^(b)	\$1,211.03	\$1,310.36	\$1,090.67	\$1,217.93	1
Cost of subcontractor support services as a percentage of the Total Cost of Service ^(c)	41.51%	49.64%	33.75%	42.41%	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.

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

(c) Subcontractor support investigates complaints of non-payment and provides direct support to subcontractors with security of payment issues.

Explanation of Significant Movements

(Notes)

1. The reduction between the 2020-21 Estimated Actual and the 2020-21 Budget is predominantly due to continued high demand for the Corporation's services, resulting from the ongoing impacts of the COVID-19 pandemic. The forecast increase in the 2021-22 Budget Target reflects an expected reduction in the number of clients accessing these services as the COVID-19 pandemic impacts ease.
2. The lower-than-expected cost in 2020-21 (as a percentage of the Total Cost of Service) is mainly due to the lower staffing, marketing and other program expenditure as the service establishment has continued during the year. The forecast increase in the 2021-22 Budget Target reflects additional costs under the program as the service matures.

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
WORKS IN PROGRESS							
Furniture and Office Equipment Replacement 2020-21 Program	120	100	100	20	-	-	-
COMPLETED WORKS							
Furniture and Office Equipment Replacement 2018-19 Program	120	120	55	-	-	-	-
2019-20 Program	120	120	120	-	-	-	-
NEW WORKS							
Furniture and Office Equipment Replacement 2021-22 Program	120	-	-	120	-	-	-
2022-23 Program	120	-	-	-	120	-	-
2023-24 Program	120	-	-	-	-	120	-
2024-25 Program	120	-	-	-	-	-	120
Total Cost of Asset Investment Program	840	340	275	140	120	120	120
FUNDED BY							
Capital Appropriation			60	60	60	60	60
Drawdowns from the Holding Account			60	60	60	60	60
Internal Funds and Balances			155	20	-	-	-
Total Funding			275	140	120	120	120

Financial Statements

Income Statement

1. The anticipated increase in the Total Cost of Services and Service appropriations between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate relates to additional funding and the associated full year cost of the Small Business Friendly Approvals Project, and additional administration costs for the Small Business Lockdown Assistance Grants programs.

INCOME STATEMENT ^(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
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	7,046	7,798	7,642	8,121	7,754	7,739	7,842
Supplies and services	5,013	6,488	5,510	7,829	5,617	5,206	5,303
Accommodation	1,185	1,382	1,382	1,450	1,481	1,515	1,515
Depreciation and amortisation	137	153	153	153	153	153	153
Finance and interest costs	1	1	1	3	2	2	2
Other expenses	598	216	172	246	202	282	252
TOTAL COST OF SERVICES	13,980	16,038	14,860	17,802	15,209	14,897	15,067
Income							
Sale of goods and services	366	292	292	292	292	292	292
Other revenue	44	30	30	30	30	30	30
Total Income	410	322	322	322	322	322	322
NET COST OF SERVICES ^(c)	13,570	15,716	14,538	17,480	14,887	14,575	14,745
INCOME FROM STATE GOVERNMENT							
Service appropriations	13,881	15,325	15,222	16,744	14,676	14,399	14,569
Resources received free of charge	130	190	190	190	190	190	190
Royalties for Regions Fund:							
Regional Community Services Fund	-	180	180	-	-	-	-
Other revenues	41	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	14,052	15,695	15,592	16,934	14,866	14,589	14,759
SURPLUS/(DEFICIENCY) FOR THE PERIOD	482	(21)	1,054	(546)	(21)	14	14

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 55, 60 and 64 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	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
CURRENT ASSETS							
Cash assets.....	4,099	3,908	4,978	4,442	4,426	4,445	4,464
Restricted cash.....	-	-	25	-	-	-	-
Holding account receivables.....	60	60	60	60	60	60	60
Receivables.....	230	230	230	230	230	230	230
Other.....	351	331	331	311	291	271	264
Total current assets.....	4,740	4,529	5,624	5,043	5,007	5,006	5,018
NON-CURRENT ASSETS							
Holding account receivables.....	829	937	937	1,045	1,153	1,261	1,369
Property, plant and equipment.....	138	339	319	342	309	276	223
Intangibles.....	57	12	12	12	12	12	32
Total non-current assets.....	1,024	1,288	1,268	1,399	1,474	1,549	1,624
TOTAL ASSETS.....	5,764	5,817	6,892	6,442	6,481	6,555	6,642
CURRENT LIABILITIES							
Employee provisions.....	1,515	1,515	1,515	1,515	1,515	1,515	1,515
Payables.....	41	41	41	41	41	41	41
Borrowings and leases.....	12	12	12	12	12	12	12
Other.....	334	334	334	334	334	334	334
Total current liabilities.....	1,902	1,902	1,902	1,902	1,902	1,902	1,902
NON-CURRENT LIABILITIES							
Employee provisions.....	320	320	320	320	320	320	320
Borrowings and leases.....	10	11	11	35	22	9	9
Total non-current liabilities.....	330	331	331	355	342	329	329
TOTAL LIABILITIES.....	2,232	2,233	2,233	2,257	2,244	2,231	2,231
EQUITY							
Contributed equity.....	1,552	1,625	1,625	1,697	1,770	1,843	1,916
Accumulated surplus/(deficit).....	1,980	1,959	3,034	2,488	2,467	2,481	2,495
Total equity.....	3,532	3,584	4,659	4,185	4,237	4,324	4,411
TOTAL LIABILITIES AND EQUITY.....	5,764	5,817	6,892	6,442	6,481	6,555	6,642

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

STATEMENT OF CASHFLOWS (a) (b)
(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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	13,712	15,157	15,054	16,576	14,508	14,231	14,401
Capital appropriation.....	73	73	73	72	73	73	73
Holding account drawdowns.....	60	60	60	60	60	60	60
Royalties for Regions Fund:							
Regional Community Services Fund.....	-	180	180	-	-	-	-
Other.....	40	-	-	-	-	-	-
Net cash provided by State Government	13,885	15,470	15,367	16,708	14,641	14,364	14,534
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(6,727)	(7,747)	(7,591)	(8,070)	(7,703)	(7,688)	(7,791)
Supplies and services.....	(4,695)	(6,309)	(5,331)	(7,650)	(5,438)	(5,047)	(5,144)
Accommodation.....	(1,183)	(1,382)	(1,382)	(1,450)	(1,481)	(1,515)	(1,515)
GST payments.....	(658)	(690)	(690)	(690)	(690)	(690)	(690)
Finance and interest costs.....	(1)	(1)	(1)	(3)	(2)	(2)	(2)
Other payments	(612)	(236)	(192)	(266)	(222)	(282)	(252)
Receipts							
Sale of goods and services.....	371	292	292	292	292	292	292
GST receipts.....	677	690	690	690	690	690	690
Other receipts	65	30	30	30	30	30	30
Net cash from operating activities.....	(12,763)	(15,353)	(14,175)	(17,117)	(14,524)	(14,212)	(14,382)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(37)	(295)	(275)	(140)	(120)	(120)	(120)
Net cash from investing activities	(37)	(295)	(275)	(140)	(120)	(120)	(120)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(13)	(13)	(13)	(12)	(13)	(13)	(13)
Net cash from financing activities	(13)	(13)	(13)	(12)	(13)	(13)	(13)
NET INCREASE/(DECREASE) IN CASH HELD.....	1,072	(191)	904	(561)	(16)	19	19
Cash assets at the beginning of the reporting period	3,027	4,099	4,099	5,003	4,442	4,426	4,445
Cash assets at the end of the reporting period	4,099	3,908	5,003	4,442	4,426	4,445	4,464

(a) Full audited financial statements are published in the Corporation'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 18 Rural Business Development Corporation

Part 4 Jobs and Economic Development

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 48 Net amount appropriated to deliver services.....	236	233	233	236	235	237	239
Total appropriations provided to deliver services	236	233	233	236	235	237	239
TOTAL APPROPRIATIONS	236	233	233	236	235	237	239
EXPENSES							
Total Cost of Services	566	710	437	594	591	593	595
Net Cost of Services (a) (b)	566	710	437	594	591	593	595
CASH ASSETS (c)	4,572	4,187	4,381	4,115	3,851	3,587	3,323

(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 Corporation'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
2020-21 Reduction in Expenditure for Research and Development on Loan Policies and Administration of Loan Schemes.....	(273)	-	-	-	-
2021-22 Streamlined Budget Process Incentive Funding.....	-	3	-	-	-

Significant Issues Impacting the Agency

1. The Corporation, on behalf of the Government, administers a number of assistance schemes through the *Rural Business Development Corporation Act 2000*. The Corporation currently administers five schemes including the State-initiated Farm Debt Mediation Scheme (the Scheme) and four Commonwealth Government-initiated and funded concessional loan schemes.
2. The Corporation currently administers 12 concessional loans, with a total of \$5.1 million in outstanding loan principal and all loans scheduled to be repaid by April 2022. However, six of the 12 loans are currently deemed irregular and are being monitored closely. Delays have been experienced with the Commonwealth Government's Regional Investment Corporation in refinancing the loans.

3. The Government commenced the Scheme through the Corporation in June 2015. The Scheme is voluntary for both financiers and primary producer businesses and is consistent with the national principles for farm debt mediation and schemes operating in other jurisdictions. The Scheme encourages earlier adoption of the mediation process compared to the legislated models, allowing for the preservation of equity and resolution, and contributes to maintaining rural land values.
4. The Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry recommended a national scheme be developed, enacted and funded by the Commonwealth Government. The Commonwealth Government is examining a nationally consistent approach to farm debt mediation via a legislative approach as already adopted by New South Wales, Victoria, Queensland and, more recently, South Australia. Western Australia will review the need to continue with the current voluntary approach should the Commonwealth Government establish a national scheme.
5. The Corporation is assisting in the development and implementation of the Western Australian Carbon Farming and Land Restoration Program (CF-LRP). The CF-LRP is a key initiative of the State Climate Policy and will incentivise projects that will deliver carbon sequestration and priority environmental, economic and social benefits.
6. The COVID-19 pandemic has been disruptive for most Western Australian businesses, including agribusiness, affecting the physical and mental health of people as well as the profitability and viability of small businesses. With its extensive networks across rural Western Australia and understanding of the social support assistance available, the Corporation is contributing intelligence and insights about the physical and mental health and wellbeing of regional families to the State emergency response team, other agencies and support providers.

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

Service Summary

Expense	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
1. Farm Business Development.....	566	710	437	594	591	593	595
Total Cost of Services.....	566	710	437	594	591	593	595

Outcomes and Key Effectiveness Indicators (a) (b)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: Improved ecologically sustainable development of agri-industry:					
The extent to which recipients were satisfied with the way schemes are administered	77%	90%	n/a	n/a	1

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

(b) Key efficiency indicators will be reviewed and further developed in 2021-22. Further details in support of the key efficiency indicators are provided for in the Corporation's Annual Report.

Explanation of Significant Movements

(Notes)

1. The level of client satisfaction is determined through surveying clients with loans who had completed an annual review. Due to the low number of loans remaining, there were no annual reviews or surveys conducted in 2020-21.

Services and Key Efficiency Indicators**1. Farm Business Development**

This service provides financial assistance to farmers who have been significantly impacted by exceptional seasonal events. It assists them to enhance their management skills in order to improve and sustain long-term profitability and be better equipped and prepared to manage the risks and challenges inherent in farming. The Corporation aims to implement the industry support within the funding guidelines to maximise the protection and sustainability of resources associated with the agri-industries.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 566	\$'000 710	\$'000 437	\$'000 594	1
Less Income ^(a)	nil	nil	nil	nil	
Net Cost of Service	566	710	437	594	
Employees (Full-Time Equivalents)	nil	nil	nil	nil	
Efficiency Indicators					
Administrative cost per loan advanced amount	\$4,926	\$6,296	\$4,244	\$4,084	2
Administrative cost as a percentage of loan advanced amount	1.4%	1.8%	1.2%	1.2%	

(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. The Total Cost of Service is lower in the 2020-21 Estimated Actual and 2021-22 Budget Target compared to the 2020-21 Budget and reflects lower expected expenditure on research and development on issues affecting persons likely to be given financial assistance under the *Rural Business Development Corporation Act 2000*, and lower expenditure on the administration of discharged loans. The research and development on policies was not undertaken during 2020-21 as a result of COVID-19, together with a reduction in the cost of administering the concessional loan schemes. The increased spending capacity is not required in 2021-22 with current expenditure levels in 2021-22 deemed adequate to implement any strategic initiatives.
2. The Administrative cost per loan advanced amount is decreasing as administrative expenses have reduced commensurate with the reduction in the number of loans administered.

Financial Statements

Income Statement

Expenses

1. The Total Cost of Services is lower in the 2020-21 Estimated Actual and 2021-22 Budget Estimate compared to the 2020-21 Budget and reflects lower than expected expenditure on research and development on issues affecting persons likely to be given financial assistance under *the Rural Business Development Corporation Act 2000*, and lower expenditure on the administration of discharged loans. The research and development on policies was not undertaken during 2020-21 as a result of COVID-19, together with a reduction in the cost of administering the concessional loan schemes. The increased spending capacity is not required in 2021-22 with current expenditure levels in 2021-22 deemed adequate to implement any strategic initiatives.

Income

2. Other revenue is lower in the 2020-21 Estimated Actual compared to the 2020-21 Budget as a result of a decrease in the Western Australian Treasury Corporation's (WATC) interest rates. A review of the forecast revenue across the forward estimates will be conducted in line with the WATC's rates.

Statement of Financial Position

3. The reduction in Cash Assets across the forward estimates period is a result of the cash previously received from the Commonwealth being drawn down to administer the loan schemes.

INCOME STATEMENT ^(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
COST OF SERVICES							
Expenses							
Supplies and services	190	227	79	276	273	275	277
Other expenses	376	483	358	318	318	318	318
TOTAL COST OF SERVICES	566	710	437	594	591	593	595
NET COST OF SERVICES ^(b)	566	710	437	594	591	593	595
INCOME FROM STATE GOVERNMENT							
Service appropriations	236	233	233	236	235	237	239
Other revenues	46	92	13	92	92	92	92
TOTAL INCOME FROM STATE GOVERNMENT	282	325	246	328	327	329	331
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(284)	(385)	(191)	(266)	(264)	(264)	(264)

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

(b) 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 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.....	4,572	4,187	4,381	4,115	3,851	3,587	3,323
Receivables.....	7	7	7	7	7	7	7
Total current assets.....	4,579	4,194	4,388	4,122	3,858	3,594	3,330
CURRENT LIABILITIES							
Other.....	56	56	56	56	56	56	56
Total current liabilities.....	56	56	56	56	56	56	56
EQUITY							
Accumulated surplus/(deficit).....	4,523	4,138	4,332	4,066	3,802	3,538	3,274
Total equity	4,523	4,138	4,332	4,066	3,802	3,538	3,274
TOTAL LIABILITIES AND EQUITY	4,579	4,194	4,388	4,122	3,858	3,594	3,330

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

STATEMENT OF CASHFLOWS ^{(a) (b)}
(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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	236	233	233	236	235	237	239
Other.....	62	92	13	92	92	92	92
Net cash provided by State Government	298	325	246	328	327	329	331
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Supplies and services.....	(190)	(227)	(79)	(276)	(273)	(275)	(277)
Other payments.....	(376)	(483)	(358)	(318)	(318)	(318)	(318)
Receipts							
Other receipts.....	2	-	-	-	-	-	-
Net cash from operating activities	(564)	(710)	(437)	(594)	(591)	(593)	(595)
Cash assets at the beginning of the reporting period	4,838	4,572	4,572	4,381	4,115	3,851	3,587
Cash assets at the end of the reporting period	4,572	4,187	4,381	4,115	3,851	3,587	3,323

(a) Full audited financial statements are published in the Corporation'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 19 Economic Regulation Authority

Part 4 Jobs and Economic Development

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 49 Net amount appropriated to deliver services.....	2,439	2,388	1,988	1,639	1,657	1,675	1,694
Total appropriations provided to deliver services	2,439	2,388	1,988	1,639	1,657	1,675	1,694
TOTAL APPROPRIATIONS	2,439	2,388	1,988	1,639	1,657	1,675	1,694
EXPENSES							
Total Cost of Services	13,759	17,104	16,076	15,533	15,345	15,120	15,255
Net Cost of Services ^(a) ^(b)	2,980	6,549	3,999	5,661	5,605	5,642	5,475
CASH ASSETS ^(c)	6,793	6,766	6,851	6,640	6,692	6,745	6,866

(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 Authority'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					
Energy Transformation Strategy					
New Regulatory Functions.....	-	529	499	519	530
Transfer of Rule Change Panel ^(a)	-	(1,210)	(1,060)	(1,069)	(1,079)
Other					
Expenditure Update.....	(181)	-	-	-	-
Legal Fees Synergy Review Board Proceedings	-	400	-	-	-

(a) Transfer of Rule Change Panel functions from the Authority to Energy Policy WA, which includes five full-time equivalents and consultant costs.

Significant Issues Impacting the Agency

1. The Authority will commence a review of Western Power's access arrangement in 2021-22. This is the first review under the amended Electricity Networks Access Code 2004, which sets out new processes for the Authority to follow, including the requirement to determine how it will consider a range of services prior to Western Power submitting its access arrangement proposal. This review will ensure that Western Power offers prices and services that are efficient and on reasonable terms and conditions for its customers for the next five years.
2. Following its investigation into Synergy's pricing behaviour in the Wholesale Electricity Market (WEM), which found that Synergy may have breached the market rules, the Authority referred the matter to the Electricity Review Board for determination. The Electricity Review Board heard the matter in May and June 2021, and a determination is expected in 2021-22.
3. Through the implementation of the Energy Transformation Strategy, the Authority has been assigned a range of new functions that commence over 2021-22 and 2022-23. These include the requirement to determine, rather than approve, the annual benchmark reserve capacity price and energy price limits in the WEM, and monitoring compliance with the Technical Rules.
4. On 1 July 2021, the Authority commenced administering a light-handed regulation system for the Pilbara Electricity Networks. This role includes determining an initial weighted average cost of capital for the network and administering the arbitration scheme for any access disputes.
5. The Authority is working with the Department of Treasury and stakeholders in the rail industry to implement the Government's planned changes to the Rail Access Regime. These reforms will mean additional functions for the Authority, similar to the functions currently required for administration of the gas access regime.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Authority'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.	The efficient, safe and equitable provision of utility services in Western Australia.	1. Submissions to the Authority's Governing Body

Service Summary

Expense	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
1. Submissions to the Authority's Governing Body	13,759	17,104	16,076	15,533	15,345	15,120	15,255
Total Cost of Services.....	13,759	17,104	16,076	15,533	15,345	15,120	15,255

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: The efficient, safe and equitable provision of utility services in Western Australia:					
Number of submissions made to the Authority's Governing Body	199	280	209	210	1
Rating by the Authority's Governing Body as to the content, accuracy and presentation of these submissions ^(b)	3.01	3	3.01	3	
Number of submissions provided by the required deadline	97%	100%	100%	100%	
Rating by the Authority's Governing Body as to their perception of the timeliness of submissions ^(b)	3.01	3	3.01	3	

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

(b) Performance is rated as follows by the Authority's Governing Body: 1 = well below expectations; 2 = below expectations; 3 = satisfactory; 4 = above expectations; 5 = well above expectations.

Explanation of Significant Movements

(Notes)

1. The number of submissions in the 2020-21 Estimated Actual was well below the 2020-21 Budget due to the commencement of the Pilbara Electricity Networks regulatory regime and new functions under the Electricity Networks Access Code 2004 both being delayed from 1 July 2020 to 1 July 2021.

Services and Key Efficiency Indicators**1. Submissions to the Authority's Governing Body**

The Authority regulates monopoly aspects of the gas, electricity and rail industries and licenses providers of gas, electricity and water services. The Authority also conducts inquiries into matters referred to it by the Government. In addition, the Authority has a range of responsibilities in the retailing of gas and surveillance of the WEM in Western Australia. The Authority's functions are designed to maintain a competitive, efficient and fair commercial environment, particularly where businesses operate as natural monopolies.

In making its decisions, the Authority strives to benefit the Western Australian community by promoting an efficient and customer-focused economy. The requirement for the Authority to prepare performance indicators is limited to its management functions under section 23 of the *Economic Regulation Authority Act 2003*. As such, the quantity, quality and cost per submission that is prepared by the Authority's Secretariat for consideration by the Governing Body is used to determine its performance and service efficiency.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	13,759	17,104	16,076	15,533	
Less Income ^(a)	10,779	10,555	12,077	9,872	
Net Cost of Service	2,980	6,549	3,999	5,661	
Employees (Full-Time Equivalents)	65	73	70	76	
Efficiency Indicators					
Cost per submission made to the Authority's Governing Body	69	61	77	74	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 2021-22 Estimated Actual is higher than the 2020-21 Budget due to the number of submissions to the Governing Body being lower than expected, as a result of delays in the introduction of the Pilbara Networks Access Code and changes to the Electricity Networks Access Code 2004, without offsetting reductions to the fixed costs of the Governing Body.

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							
Computer Hardware and Software Replacement							
Records Scanner	10	10	10	-	-	-	-
Office Equipment Replacement - Printer/Copier	37	37	24	-	-	-	-
Office Refurbishment - Level 4 Albert Facey House	215	215	29	-	-	-	-
Total Cost of Asset Investment Program	262	262	63	-	-	-	-
FUNDED BY							
Drawdowns from the Holding Account			232	-	-	-	-
Internal Funds and Balances			(169)	-	-	-	-
Total Funding			63	-	-	-	-

Financial Statements

Income Statement

Expenses

1. The decrease in Total Cost of Services for the 2021-22 Budget Estimate from the 2020-21 Estimated Actual is due in part to the transfer of the Rule Change Panel function from the Authority to Energy Policy WA effective from 1 July 2021. This decrease in full-time equivalents is partially offset by an increase to support new functions given to the Authority as part of the Government's Energy Transformation Strategy and Electricity Networks Access Code.
2. Legal fees for the Synergy determination by the Electricity Review Board continue to impact the Total Cost of Services in 2021-22.

Income

3. Regulatory fees charged by the Authority are determined by costs. Industry funding regulations allow for the recovery of the core function costs of the Authority. A decrease in budgeted costs will therefore result in a decrease in budgeted regulatory fees.
4. Other Revenues now include regulatory fees received from other the Government's entities, as required by changes to Treasurer's instruction 1102: *Statements of Comprehensive Income*.

INCOME STATEMENT ^(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
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	10,033	11,494	10,674	10,774	11,104	11,276	11,411
Supplies and services	2,066	4,149	3,727	3,300	2,784	2,390	2,394
Accommodation	1,087	991	897	991	991	990	991
Depreciation and amortisation	96	99	99	98	97	97	92
Finance and interest costs	1	5	5	7	7	5	5
Other expenses	476	366	674	363	362	362	362
TOTAL COST OF SERVICES	13,759	17,104	16,076	15,533	15,345	15,120	15,255
Income							
Regulatory fees and fines	10,725	10,470	12,050	9,787	9,655	9,393	9,695
Other revenue	54	85	27	85	85	85	85
Total Income	10,779	10,555	12,077	9,872	9,740	9,478	9,780
NET COST OF SERVICES ^(c)	2,980	6,549	3,999	5,661	5,605	5,642	5,475
INCOME FROM STATE GOVERNMENT							
Service appropriations	2,439	2,388	1,988	1,639	1,657	1,675	1,694
Resources received free of charge	268	266	233	266	266	266	266
Other revenues	2,118	3,747	3,001	3,706	3,733	3,755	3,574
TOTAL INCOME FROM STATE GOVERNMENT	4,825	6,401	5,222	5,611	5,656	5,696	5,534
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,845	(148)	1,223	(50)	51	54	59

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 65, 70 and 76 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 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.....	6,625	6,568	6,653	6,412	6,464	6,517	6,642
Restricted cash.....	50	50	50	50	50	50	46
Holding account receivables.....	232	215	215	215	215	215	215
Receivables.....	3,148	3,148	4,867	4,867	4,867	4,867	4,867
Other.....	209	209	209	184	184	184	184
Total current assets.....	10,264	10,190	11,994	11,728	11,780	11,833	11,954
NON-CURRENT ASSETS							
Holding account receivables.....	345	180	180	180	180	180	180
Property, plant and equipment.....	268	359	359	387	345	347	255
Restricted cash.....	118	148	148	178	178	178	178
Other.....	2	2	2	27	27	27	27
Total non-current assets.....	733	689	689	772	730	732	640
TOTAL ASSETS	10,997	10,879	12,683	12,500	12,510	12,565	12,594
CURRENT LIABILITIES							
Employee provisions.....	2,357	2,357	2,713	2,622	2,622	2,622	2,622
Payables.....	200	200	200	200	200	200	196
Borrowings and leases	27	27	27	27	27	27	27
Other.....	370	370	370	370	370	370	370
Total current liabilities.....	2,954	2,954	3,310	3,219	3,219	3,219	3,215
NON-CURRENT LIABILITIES							
Employee provisions.....	429	429	506	434	434	434	434
Borrowings and leases	35	65	65	95	54	55	29
Total non-current liabilities.....	464	494	571	529	488	489	463
TOTAL LIABILITIES	3,418	3,448	3,881	3,748	3,707	3,708	3,678
EQUITY							
Contributed equity.....	725	725	725	725	725	725	725
Accumulated surplus/(deficit).....	6,854	6,706	8,077	8,027	8,078	8,132	8,191
Total equity	7,579	7,431	8,802	8,752	8,803	8,857	8,916
TOTAL LIABILITIES AND EQUITY	10,997	10,879	12,683	12,500	12,510	12,565	12,594

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

STATEMENT OF CASHFLOWS (a) (b)
(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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	2,439	2,338	1,938	1,639	1,657	1,675	1,694
Holding account drawdowns	30	232	232	-	-	-	-
Other	2,219	3,755	3,765	3,714	3,741	3,763	3,574
Net cash provided by State Government	4,688	6,325	5,935	5,353	5,398	5,438	5,268
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(9,634)	(11,880)	(10,627)	(10,976)	(11,143)	(11,315)	(11,411)
Supplies and services	(1,989)	(3,637)	(3,215)	(2,805)	(2,514)	(2,120)	(2,344)
Accommodation	(890)	(1,004)	(910)	(1,004)	(1,004)	(1,003)	(774)
GST payments	(438)	(327)	(327)	(327)	(327)	(327)	(510)
Finance and interest costs	(1)	(9)	(9)	(10)	(11)	(11)	(5)
Other payments	(513)	(330)	(638)	(325)	(324)	(324)	(363)
Receipts							
Regulatory fees and fines	10,996	10,562	9,634	9,547	9,640	9,378	9,691
GST receipts	428	289	289	289	289	289	510
Other receipts	67	85	27	85	85	85	85
Net cash from operating activities	(1,974)	(6,251)	(5,776)	(5,526)	(5,309)	(5,348)	(5,121)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(199)	(63)	(63)	-	-	-	-
Net cash from investing activities	(199)	(63)	(63)	-	-	-	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(44)	(38)	(38)	(38)	(37)	(37)	(26)
Net cash from financing activities	(44)	(38)	(38)	(38)	(37)	(37)	(26)
NET INCREASE/(DECREASE) IN CASH HELD	2,471	(27)	58	(211)	52	53	121
Cash assets at the beginning of the reporting period	4,322	6,793	6,793	6,851	6,640	6,692	6,745
Cash assets at the end of the reporting period	6,793	6,766	6,851	6,640	6,692	6,745	6,866

(a) Full audited financial statements are published in the Authority'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 20 Energy Policy WA

Part 4 Jobs and Economic Development

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 50 Net amount appropriated to deliver services	20,309	17,349	17,566	18,020	19,286	19,726	17,489
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	256	281	281	281	281	282	285
Total appropriations provided to deliver services	20,565	17,630	17,847	18,301	19,567	20,008	17,774
CAPITAL							
Item 123 Capital Appropriation	-	17	17	16	15	15	-
TOTAL APPROPRIATIONS	20,565	17,647	17,864	18,317	19,582	20,023	17,774
EXPENSES							
Total Cost of Services	19,202	22,038	18,205	26,969	24,113	24,429	24,781
Net Cost of Services ^{(a) (b)}	19,180	21,998	18,205	24,150	21,174	21,615	19,317
CASH ASSETS ^(c)	10,154	7,517	10,827	6,474	6,474	6,474	6,474

(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 Energy Policy WA'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					
Energy Industry Development Team	-	412	415	418	422
New Initiative					
Household Energy Efficiency Scheme	-	3,220	3,182	3,225	3,228
Ongoing Initiatives					
Energy Consumer Advocacy	-	-	306	315	331
Energy Transformation Strategy.....	-	1,061	3,960	4,008	4,234

Significant Issues Impacting the Agency

COVID-19 Response

1. The Coordinator of Energy is the designated Hazard Management Agency for the supply disruption of gas, liquid fuels and electricity.
2. In support of this role, Energy Policy WA has proactively maintained contact with industry participants to anticipate and manage emerging issues that could threaten the security of energy supply because of the pandemic.

Key Government Reforms

3. Following passage of the *Electricity Industry Amendment Act 2020* on 6 April 2020, Energy Policy WA worked with industry to finalise and implement a suite of subsidiary instruments to give effect to the Pilbara electricity reforms, which commenced on 1 July 2021. This new regulatory framework is intended to support economic growth and the development of the Pilbara by improving the efficiency and effectiveness of electricity services in the region.
4. Energy Policy WA also supported the Energy Transformation Taskforce (the Taskforce) in delivering the Government's Energy Transformation Strategy. This included the implementation of recommended actions contained in the Distributed Energy Resources Roadmap, the delivery of the inaugural Whole of System Plan for the South West Interconnected System, and the implementation of changes to the Wholesale Electricity Market Rules and the Electricity Networks Access Code 2004 to improve power system security and reliability, increase efficiency, and facilitate new generators' access to Western Power's network. The Taskforce completed its two year tenure in 19 May 2021.
5. In June 2021, the Government tasked Energy Policy WA to deliver Stage Two of the Energy Transformation Strategy, which outlines the strategy to continue to address the challenges posed by the ongoing and rapid transformation of the energy sector.

Transitioning the Governance of the Western Australian Energy Sector

6. Energy Policy WA has undertaken a review of the governance arrangements applying to the Western Australian energy sector, which were established in the 1990s and early 2000s.
7. As a result of the initial stage of the review, on 1 July 2021 Energy Policy WA acquired additional functions, including rule administration and rule-making responsibilities for the Wholesale Electricity Market Rules and the Gas Services Information Rules; market development, rule administration and rule-making responsibilities for the regulatory framework applying to the North West Interconnected System; delivery of several policy and technical reviews under the Wholesale Electricity Market Rules; and development of periodic Whole of System Plans for the South West Interconnected System.
8. Energy Policy WA's new functions will be partially funded by energy sector participants.

Supporting Energy Consumers

9. Energy Policy WA is continuing to support the development of consumer advocacy capacity and capability in the energy sector through the Western Australian Advocacy for Consumers of Energy Program.
10. Energy Policy WA will also implement the Household Energy Efficiency Scheme to improve energy efficiency for households facing financial hardship.

Energy Industry Development

11. Consistent with the Government's election commitment, Energy Policy WA is in the process of establishing an Energy Industry Development Team to work with local renewable energy manufacturers and the mining industry to accelerate the transition to renewable energy supply on remote mining sites.

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 Energy Policy WA'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
Strong and Sustainable Finances: Responsible, achievable, affordable service delivery.	A sustainable, efficient, secure and affordable energy sector.	1. Development and Implementation of Energy Policy

Service Summary

Expense	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
1. Development and Implementation of Energy Policy.....	19,202	22,038	18,205	26,969	24,113	24,429	24,781
Total Cost of Services.....	19,202	22,038	18,205	26,969	24,113	24,429	24,781

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: A sustainable, efficient, secure and affordable energy sector:					
The extent to which policy and program development objectives for the year are achieved	96%	100%	94%	100%	

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

Services and Key Efficiency Indicators

1. Development and Implementation of Energy Policy

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	19,202	22,038	18,205	26,969	
Less Income ^(a)	22	40	-	2,819	
Net Cost of Service	19,180	21,998	18,205	24,150	
Employees (Full-Time Equivalents)	43	58	69	75	1
Efficiency Indicators					
Average cost of policy/project development	\$20,933	\$20,012	\$17,971	\$23,727	

(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. Additional Employees from the 2021-22 Budget Estimate and over the forward estimates period will deliver new energy market functions acquired on 1 July 2021, implement Stage Two of the Energy Transformation Strategy, deliver initiatives in support of energy consumers and establish an Energy Industry Development Team.

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
WORKS IN PROGRESS							
Office Fit-out	622	322	225	300	-	-	-
Total Cost of Asset Investment Program	622	322	225	300	-	-	-
FUNDED BY							
Internal Funds and Balances			225	300	-	-	-
Total Funding			225	300	-	-	-

Financial Statements

Income Statement

Expenses

1. Additional employee benefits expenditure from the 2021-22 Budget Estimate and over the forward estimates period will be spent to deliver new energy market functions acquired on 1 July 2021; implement Stage Two of the Energy Transformation Strategy; deliver initiatives in support of energy consumers; and establish an Energy Industry Development Team.

INCOME STATEMENT (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
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	7,501	9,887	9,701	10,867	10,956	11,045	11,131
Grants and subsidies ^(c)	3,852	4,505	2,471	7,472	4,665	4,700	4,715
Supplies and services	6,893	6,731	5,019	7,432	7,268	7,384	7,594
Accommodation	658	619	632	659	684	711	737
Depreciation and amortisation	18	87	89	112	112	112	30
Finance and interest costs	2	1	1	2	3	2	2
Other expenses	278	208	292	425	425	475	572
TOTAL COST OF SERVICES	19,202	22,038	18,205	26,969	24,113	24,429	24,781
Income							
Grants and subsidies	-	-	-	2,779	2,899	2,774	5,424
Other revenue	22	40	-	40	40	40	40
Total Income	22	40	-	2,819	2,939	2,814	5,464
NET COST OF SERVICES ^(d)	19,180	21,998	18,205	24,150	21,174	21,615	19,317
INCOME FROM STATE GOVERNMENT							
Service appropriations	20,565	17,630	17,847	18,301	19,567	20,008	17,774
Resources received free of charge	1,268	1,892	1,192	1,702	1,513	1,513	1,513
Other revenues	651	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	22,484	19,522	19,039	20,003	21,080	21,521	19,287
SURPLUS/(DEFICIENCY) FOR THE PERIOD	3,304	(2,476)	834	(4,147)	(94)	(94)	(30)

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 43, 69 and 75 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 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
Australian Energy Market Commission	836	1,142	1,070	1,171	1,200	1,200	1,200
Consumer Advocacy Grants	-	-	-	106	165	200	215
Council of Australian Governments Energy Council	195	300	101	300	300	300	300
Household Energy Efficiency Scheme	-	-	-	3,000	3,000	3,000	3,000
State Underground Power Program	2,821	3,063	1,300	2,895	-	-	-
TOTAL	3,852	4,505	2,471	7,472	4,665	4,700	4,715

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.....	10,064	7,427	10,737	6,384	6,384	6,384	6,384
Receivables.....	273	273	273	273	273	273	273
Other.....	2	2	2	2	2	2	2
Total current assets.....	10,339	7,702	11,012	6,659	6,659	6,659	6,659
NON-CURRENT ASSETS							
Holding account receivables.....	-	23	23	41	59	77	77
Property, plant and equipment.....	130	318	318	577	518	459	429
Restricted cash.....	90	90	90	90	90	90	90
Total non-current assets.....	220	431	431	708	667	626	596
TOTAL ASSETS	10,559	8,133	11,443	7,367	7,326	7,285	7,255
CURRENT LIABILITIES							
Employee provisions.....	1,747	1,747	1,747	1,747	1,747	1,747	1,747
Payables.....	3,976	3,976	3,976	3,976	3,976	3,976	3,976
Borrowings and leases.....	17	17	17	17	17	17	17
Total current liabilities.....	5,740	5,740	5,740	5,740	5,740	5,740	5,740
NON-CURRENT LIABILITIES							
Employee provisions.....	434	434	434	434	434	434	434
Borrowings and leases.....	14	47	47	102	140	178	178
Total non-current liabilities.....	448	481	481	536	574	612	612
TOTAL LIABILITIES	6,188	6,221	6,221	6,276	6,314	6,352	6,352
EQUITY							
Contributed equity.....	1,067	1,084	1,084	1,100	1,115	1,130	1,130
Accumulated surplus/(deficit).....	3,304	828	4,138	(9)	(103)	(197)	(227)
Total equity	4,371	1,912	5,222	1,091	1,012	933	903
TOTAL LIABILITIES AND EQUITY	10,559	8,133	11,443	7,367	7,326	7,285	7,255

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

STATEMENT OF CASHFLOWS (a) (b)
(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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	20,565	17,607	17,824	18,283	19,549	19,990	17,774
Capital appropriation	-	17	17	16	15	15	-
Other	651	-	-	-	-	-	-
Net cash provided by State Government	21,216	17,624	17,841	18,299	19,564	20,005	17,774
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(5,320)	(9,887)	(9,701)	(10,867)	(10,956)	(11,045)	(11,131)
Grants and subsidies	(836)	(4,505)	(2,471)	(7,472)	(4,665)	(4,700)	(4,715)
Supplies and services	(4,807)	(4,839)	(3,827)	(5,730)	(5,755)	(5,871)	(6,081)
Accommodation	(658)	(274)	(287)	(299)	(309)	(321)	(750)
GST payments	(522)	-	-	-	-	-	-
Finance and interest costs	(2)	(1)	(1)	(2)	(3)	(2)	(2)
Other payments	(219)	(553)	(639)	(785)	(800)	(865)	(559)
Receipts (c)							
Grants and subsidies	-	-	-	2,779	2,899	2,774	5,424
GST receipts	329	-	-	-	-	-	-
Other receipts	22	40	-	40	40	40	40
Net cash from operating activities	(12,013)	(20,019)	(16,926)	(22,336)	(19,549)	(19,990)	(17,774)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(97)	(225)	(225)	(300)	-	-	-
Net cash from investing activities	(97)	(225)	(225)	(300)	-	-	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(14)	(17)	(17)	(16)	(15)	(15)	-
Net cash from financing activities	(14)	(17)	(17)	(16)	(15)	(15)	-
NET INCREASE/(DECREASE) IN CASH HELD	9,092	(2,637)	673	(4,353)	-	-	-
Cash assets at the beginning of the reporting period	-	10,154	10,154	10,827	6,474	6,474	6,474
Net cash transferred to/from other agencies	1,062	-	-	-	-	-	-
Cash assets at the end of the reporting period	10,154	7,517	10,827	6,474	6,474	6,474	6,474

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

NET APPROPRIATION DETERMINATION

	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
Grants and Subsidies							
Grants and Subsidies	-	-	-	2,779	2,899	2,774	5,424
GST Receipts							
GST Receipts	329	-	-	-	-	-	-
Other Receipts							
Other Revenue	673	40	-	40	40	40	40
TOTAL	1,002	40	-	2,819	2,939	2,814	5,464

Division 21 Infrastructure WA

Part 4 Jobs and Economic Development

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 51 Net amount appropriated to deliver services	3,865	4,740	4,804	4,827	4,781	4,824	4,872
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	307	367	367	368	369	370	371
Total appropriations provided to deliver services	4,172	5,107	5,171	5,195	5,150	5,194	5,243
TOTAL APPROPRIATIONS	4,172	5,107	5,171	5,195	5,150	5,194	5,243
EXPENSES							
Total Cost of Services	3,026	5,129	5,693	5,617	5,172	5,216	5,265
Net Cost of Services ^(a)	3,026	5,129	5,693	5,617	5,172	5,216	5,265
CASH ASSETS ^(b)	1,481	1,481	981	581	581	581	581

(a) 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.

(b) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Infrastructure WA'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
Other					
2021-22 Streamlined Budget Process Incentive Funding	-	48	-	-	-
Increase in Office Accommodation Costs	64	87	90	92	95

Significant Issues Impacting the Agency

1. Infrastructure WA undertook a significant external consultation program in 2020-21 to support the development of the draft State Infrastructure Strategy (the Strategy) which was released on 21 July 2021. The Strategy will be finalised in 2021-22 following a period of public consultation.
2. Infrastructure WA's Phase 2 functions and supporting legislation are anticipated to commence from January 2022.

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 Infrastructure WA'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
WA Jobs Plan: Local manufacturing and production, creating WA jobs and training for the jobs of the future.	An informed government on infrastructure matters, needs and priorities.	1. Development of the State Infrastructure Strategy
Growing Our Communities: Protecting our environment with thriving suburbs and regions.		

Service Summary

Expense	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
1. Development of the State Infrastructure Strategy	3,026	5,129	5,693	5,617	5,172	5,216	5,265
Total Cost of Services.....	3,026	5,129	5,693	5,617	5,172	5,216	5,265

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: An informed government on infrastructure matters, needs and priorities:					
Completion of specific State Infrastructure Strategy delivery milestones	100%	100%	100%	100%	1
Completion of stakeholder events to facilitate consultation of key State Infrastructure Strategy milestones	27	25	25	25	1

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

Explanation of Significant Movements

(Notes)

1. Infrastructure WA's Outcome Based Management Framework and associated key performance indicators will be reviewed in 2021-22 to coincide with the commencement of its Phase 2 legislated functions.

Services and Key Efficiency Indicators

1. Development of the State Infrastructure Strategy

Under the *Infrastructure Western Australia Act 2019*, Infrastructure WA's primary responsibility is the preparation of the State Infrastructure Strategy (the Strategy) to identify Western Australia's significant infrastructure needs and priorities over the next 20 years. The draft Strategy was released on 21 July 2021 initiating an eight-week consultation process. Once the public consultation process is complete, Infrastructure WA will finalise the Strategy and submit it to the Premier for a response.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 3,026	\$'000 5,129	\$'000 5,693	\$'000 5,617	
Less Income	nil	nil	nil	nil	
Net Cost of Service	3,026	5,129	5,693	5,617	
Employees (Full-Time Equivalents)	14	17	17	17	
Efficiency Indicators					
Average cost per full-time equivalent to deliver the State Infrastructure Strategy	\$216,000	\$302,000	\$335,000	\$330,000	1, 2

Explanation of Significant Movements

(Notes)

1. Infrastructure WA's Outcome Based Management Framework and associated key performance indicators will be reviewed in 2021-22 to coincide with the commencement of its Phase 2 legislated functions.
2. In 2019-20 some consultation activities and expert consultant engagement were deferred to 2020-21 due to COVID-19 impacts which resulted in a 2019-20 Actual figure well below the 2020-21 Budget. The 2019-20 underspend was carried over to 2020-21, to facilitate Infrastructure WA's extra consultation and deferred expert consultant engagement. This deferral of funds is evident in the 2020-21 Estimated Actual outcome.

Financial Statements

INCOME STATEMENT ^(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
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	1,583	2,190	2,190	2,408	2,223	2,244	2,263
Supplies and services	1,155	2,635	3,135	2,817	2,553	2,573	2,600
Accommodation	135	150	214	237	240	242	245
Other expenses	153	154	154	155	156	157	157
TOTAL COST OF SERVICES	3,026	5,129	5,693	5,617	5,172	5,216	5,265
NET COST OF SERVICES	3,026	5,129	5,693	5,617	5,172	5,216	5,265
INCOME FROM STATE GOVERNMENT							
Service appropriations	4,172	5,107	5,171	5,195	5,150	5,194	5,243
Resources received free of charge	22	22	22	22	22	22	22
TOTAL INCOME FROM STATE GOVERNMENT	4,194	5,129	5,193	5,217	5,172	5,216	5,265
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,168	-	(500)	(400)	-	-	-

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 14, 17 and 17 respectively.

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.....	1,481	1,481	981	581	581	581	581
Receivables.....	65	65	65	65	65	65	65
Other.....	309	309	309	309	309	309	309
Total current assets.....	1,855	1,855	1,355	955	955	955	955
NON-CURRENT ASSETS							
Other.....	18	18	18	18	18	18	18
Total non-current assets.....	18	18	18	18	18	18	18
TOTAL ASSETS	1,873	1,873	1,373	973	973	973	973
CURRENT LIABILITIES							
Employee provisions.....	510	510	510	510	510	510	510
Payables.....	136	136	136	136	136	136	136
Total current liabilities.....	646	646	646	646	646	646	646
NON-CURRENT LIABILITIES							
Employee provisions.....	59	59	59	59	59	59	59
Total non-current liabilities.....	59	59	59	59	59	59	59
TOTAL LIABILITIES	705	705	705	705	705	705	705
EQUITY							
Accumulated surplus/(deficit).....	1,168	1,168	668	268	268	268	268
Total equity	1,168	1,168	668	268	268	268	268
TOTAL LIABILITIES AND EQUITY	1,873	1,873	1,373	973	973	973	973

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

STATEMENT OF CASHFLOWS ^(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
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	4,172	5,107	5,171	5,195	5,150	5,194	5,243
Net cash provided by State Government	4,172	5,107	5,171	5,195	5,150	5,194	5,243
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(1,280)	(2,190)	(2,190)	(2,408)	(2,223)	(2,244)	(2,263)
Supplies and services	(1,043)	(2,613)	(3,113)	(2,795)	(2,531)	(2,551)	(2,578)
Accommodation	(135)	(150)	(214)	(237)	(240)	(242)	(245)
GST payments	(63)	(259)	(259)	(257)	(255)	(256)	(256)
Other payments	(170)	(154)	(154)	(155)	(156)	(157)	(157)
Receipts							
GST receipts	-	259	259	257	255	256	256
Net cash from operating activities	(2,691)	(5,107)	(5,671)	(5,595)	(5,150)	(5,194)	(5,243)
Cash assets at the beginning of the reporting period	-	1,481	1,481	981	581	581	581
Cash assets at the end of the reporting period	1,481	1,481	981	581	581	581	581

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

Forest Products Commission

Part 4 Jobs and Economic Development

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.....	-	-	-	-	912	1,549	1,189
Local Government Rates Equivalent	389	76	114	255	390	529	670
Dividends ^(a)	-	-	-	-	-	-	815
EXPENSES FROM GENERAL GOVERNMENT SECTOR							
Operating Subsidies ^(b)	200	200	200	200	220	-	-
Other Subsidies ^(c)	26	-	-	-	-	-	-
EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR							
Equity Contribution	-	-	-	11,333	39,373	36,000	35,641
RATIOS							
Dividend Payout Ratio (%)	75	75	75	75	75	75	75
GOVERNMENT TRADING ENTERPRISE INFORMATION							
Revenue from Operations	128,037	113,731	117,157	136,432	145,502	153,054	153,375
Revenue from State Government	226	200	200	200	220	-	-
Total Expenses ^(d)	131,983	116,313	118,313	143,152	142,663	147,898	149,416
NET PROFIT AFTER TAX	(2,578)	(1,670)	(562)	(4,549)	2,147	3,607	2,770
CASH ASSETS ^(e)	11,521	8,254	10,156	2,834	2,956	5,463	6,887

- (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) An operating subsidy totalling \$820,000 over 2019-20 to 2022-23 will be provided to the Commission to cover expenditure associated with the retention of mature pines at the Dick Perry Reserve. The retained pines provide a habitat for the endangered Carnaby's Cockatoo.
- (c) Resources received free of charge.
- (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 Government Trading Enterprise's (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
Key Adjustments					
Softwood Plantation Expansion Program	-	(20)	42	105	(93)
Trade Revisions	38	(1,452)	(1,741)	(3,851)	(2,317)

Significant Issues Impacting the Government Trading Enterprise

Markets and Resource Security

Plantations

1. The Commission's softwood plantation estate is a major source of timber utilised by the State's construction industry. The Government's investment of \$350 million to support the expansion of the Commission's softwood plantation estate will enable a sustainable supply of softwood to support the State's timber and construction industries for decades to come, capture millions of tons of carbon and support regional employment in the State's South West.
2. Demand for softwood and hardwood products used in housing is expected to remain high over the next 12 to 18 months as Commonwealth and Government stimulus packages provide support for the construction of new homes. It is anticipated that demand will moderate in subsequent years.

Native Forests

3. The predicted volume of sawlog under the current Forest Management Plan (FMP) 2014-23 has not matched actual yield.
4. The existing FMP 2014-23 is due to expire in December 2023. There is a statutory process outlined in the *Conservation and Land Management Act 1984* for the preparation of a new FMP.

Sandalwood

5. The supply of sandalwood is expected to increase in line with the harvesting of existing plantation sandalwood. A key challenge for the Commission is to develop the overall sandalwood market to increase demand that satisfies the growth in supply, with the impact of COVID-19 resulting in a decline in demand for sandalwood. The integration of wild and plantation-based sandalwood will require appropriate marketing and branding to enable clear differentiation of wild sandalwood as a premium product.
6. The Government has committed to implementing the recommendations in its Sandalwood Taskforce Report, which was released in October 2020. One of the recommendations is for the amount of the annual wild sandalwood quota allocated to Crown and private land licences be doubled to cater for an increase in Aboriginal groups seeking expanded sustainable harvest amounts.
7. Continued access to wild sandalwood will require ongoing engagement with Aboriginal people to deliver regional development and community outcomes that maximise the benefits of this high value industry. Much of this engagement will take place as part of the Commission's Sandalwood Dreaming initiative, which focuses on capacity building and value-adding that benefits Traditional Owners.

Impacts of Climate Change

8. Climate change impacts, such as reduced rainfall, increased risk of wildfires, and biosecurity threats are expected to continue to affect native forests and plantations in Western Australia and need to be managed. Fire mitigation measures are considered with all aspects of the Commission's operational planning and reviewed regularly to capture changes to forest structure and changing community risk profiles.

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.	Perform functions in a responsible and cost-efficient manner.	1. Ensure efficient, effective and safe delivery of business outcomes
WA Jobs Plan: Local manufacturing and production, creating WA jobs and training for the jobs of the future.	Vibrant forest industry for local jobs.	2. Facilitate a vibrant forest industry to create local jobs, particularly in regional Western Australia
Growing Our Communities: Protecting our environment with thriving suburbs and regions.	Healthy forests.	3. Deliver healthy forests for future generations

Outcomes and Key Performance Indicators

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: Ensure efficient, effective and safe delivery of business outcomes:					
Operating profit (\$'000).....	\$3,253	\$507	\$1,933	\$164	1
Timeliness of response to stakeholder concerns or complaints	97%	95%	96%	95%	
Outcome: Facilitate a vibrant forest industry to create local jobs, particularly in regional Western Australia:					
Native forest resource processed locally (excluding any trials or research undertaken)	100%	100%	100%	100%	
The achievement of thinning schedules for softwood plantations.....	74%	95%	75%	95%	2
Outcome: Deliver healthy forests for future generations:					
Harvest of sandalwood does not exceed licence limits	2,066 t	2,250 t	1,561 t	2,250 t	3
All operations commence with required approvals	100%	100%	100%	100%	
First and second rotation softwood planting targets are achieved.....	2,775 ha	2,714 ha	2,177 ha	2,714 ha	4

Explanation of Significant Movements

(Notes)

- Activities such as post-thinning fertilisation programs that were delayed due to the impact of the COVID-19 pandemic in 2020-21 are expected to resume in 2021-22, thus impacting on operating profit.
- The primary impediment to completing thinning on schedule is accessing suitable markets for the material produced. The Commission continues its efforts to secure new contracts for thinning products to assist in bringing the plantation thinning schedule back in line with the guidelines.
- As a consequence of a reduction in demand for sandalwood due to the impact of COVID-19, the Commission elected not to pursue full utilisation of the quantity of sandalwood available for harvest under its licence. The Commission continues to explore new markets for sandalwood to achieve its desired harvesting of sandalwood.
- The Commission's desired softwood planting in 2020-21 was impacted by COVID-19. As the State recovers from the pandemic, and supported by the Government's \$350 million investment into expanding the softwood estate, the Commission has retained its target of 2,714 hectares for the 2021-22 financial year.

Asset Investment Program

- The Commission's Asset Investment Program for 2021-22 to 2024-25 totals \$97.1 million, investing in projects to support regional development and the economic growth of the State.

New Projects

- The Commission will spend \$96 million over 2021-22 to 2024-25 on the acquisition of land to support the expansion of its softwood plantation estate.

Existing Projects and Minor Works

- The Commission will spend \$1.1 million over 2021-22 to 2024-25 to update information and communications technology, and other minor works that support the delivery of the Commission's services.

	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							
Building Works	458	158	-	50	250	-	-
COMPLETED WORKS							
Computers, Plant and Equipment.....	40	40	40	-	-	-	-
NEW WORKS							
Computers, Plant and Equipment.....	800	-	-	200	200	200	200
Softwood Plantation Expansion Program	95,992	-	-	8,333	31,742	28,216	27,701
Total Cost of Asset Investment Program	97,290	198	40	8,583	32,192	28,416	27,901
FUNDED BY							
Funding Included in Department of Treasury Administered Item.....			-	8,333	31,742	28,216	27,701
Internal Funds and Balances.....			40	250	450	200	200
Total Funding.....			40	8,583	32,192	28,416	27,901

Financial Statements

Income Statement

Expenses

1. The increase in Supplies and services expense of \$15.8 million between the 2020-21 Estimated Actual and 2021-22 Budget Estimate mainly reflects the increase in harvest, haulage and processing costs in line with the forecast increase in the sale of timber products.
2. The 2021-22 Budget Estimate for Other expenses is \$5.6 million higher than the 2020-21 Estimated Actual, largely due to delays in expenditure in 2020-21 due to the impact of the COVID-19 pandemic, including activities such as post thinning fertilisation programmes.

Revenue

3. In 2021-22, it is expected that Total Revenue will be \$19.3 million higher than the 2020-21 Estimated Actual as the demand for softwood and hardwood products used in housing is expected to increase following the increase in building approvals in 2020-21 in response to Commonwealth and Government stimulus packages. It is anticipated that demand will moderate in subsequent years.

Statement of Financial Position

4. The increase in Property, plant and equipment between the 2021-22 Budget Estimate and 2020-21 Estimated Actual of \$7.3 million is mainly due to land acquisitions for the Softwood Plantation Expansion Program.
5. The increase in Biological assets between the 2021-22 Budget Estimate and 2020-21 Estimated Actual of \$4.8 million is mainly due to plantation establishment on existing lands and new lands acquired as part of the Softwood Plantation Expansion Program. This trend also continues beyond 2021-22.
6. The decrease in intangibles between the 2021-22 Budget Estimate and 2020-21 Estimated Actual of \$2.2 million is due to the amortisation of the right of use of native forest licence.

Statement of Cashflows

7. The decrease of \$7.3 million in cash assets at the end of the reporting period from the 2020-21 Estimated Actual to the 2021-22 Budget Estimate is mainly due to a delayed payment to the Department of Biodiversity, Conservation and Attractions for forest management works performed on the Commission's behalf in 2020-21.
8. Improvements in the cashflow in subsequent years are expected to be realised in part by reducing haulage costs through deferring clearfell operations for long distance share farms into 2024-25.

INCOME STATEMENT ^(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
REVENUE							
Revenue from operations							
Sale of goods and services.....	122,129	112,332	115,420	134,826	143,997	151,528	151,819
Other revenue.....	5,908	1,399	1,737	1,606	1,505	1,526	1,556
Revenue from government							
Operating subsidies.....	200	200	200	200	220	-	-
Resources received free of charge.....	26	-	-	-	-	-	-
TOTAL REVENUE	128,263	113,931	117,357	136,632	145,722	153,054	153,375
Expenses							
Employee benefits ^(b)	21,081	20,973	19,919	22,815	23,065	23,342	23,680
Grants and subsidies.....	117	144	25	50	50	50	50
Supplies and services.....	84,243	77,058	80,857	96,634	101,036	105,262	104,761
Accommodation.....	1,419	929	997	1,639	1,800	1,968	2,140
Depreciation and amortisation.....	9,014	4,230	4,175	4,150	4,078	2,968	1,856
Finance and interest costs.....	557	564	566	478	434	402	361
Other expenses	15,552	12,415	11,774	17,386	12,200	13,906	16,568
TOTAL EXPENSES	131,983	116,313	118,313	143,152	142,663	147,898	149,416
NET PROFIT/(LOSS) BEFORE TAX	(3,720)	(2,382)	(956)	(6,520)	3,059	5,156	3,959
National Tax Equivalent Regime							
Current tax equivalent expense.....	-	-	-	-	912	1,549	1,189
Deferred tax equivalent expense.....	(1,142)	(712)	(394)	(1,971)	-	-	-
NET PROFIT/(LOSS) AFTER TAX	(2,578)	(1,670)	(562)	(4,549)	2,147	3,607	2,770
Dividends	-	-	-	-	-	-	815

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 177, 162 and 197 respectively.

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.....	11,521	8,254	10,156	2,834	2,956	5,463	6,887
Receivables.....	19,028	16,066	17,710	17,922	18,149	18,388	18,627
Biological assets.....	8,048	8,048	6,988	6,988	6,988	6,988	6,988
Other.....	12,528	12,380	14,409	10,700	10,700	10,700	10,700
Total current assets.....	51,125	44,748	49,263	38,444	38,793	41,539	43,202
NON-CURRENT ASSETS							
Property, plant and equipment.....	38,782	37,890	37,926	45,176	75,965	103,299	129,347
Intangibles.....	7,833	5,672	5,477	3,229	1,068	(13)	(13)
Biological assets.....	200,481	204,231	205,616	210,444	224,811	238,127	249,422
Other.....	13,028	13,740	13,422	15,393	14,480	12,931	11,742
Total non-current assets.....	260,124	261,533	262,441	274,242	316,324	354,344	390,498
TOTAL ASSETS	311,249	306,281	311,704	312,686	355,117	395,883	433,700
CURRENT LIABILITIES							
Employee provisions.....	4,007	4,007	3,106	3,106	3,106	3,106	3,106
Payables.....	8,337	8,851	5,628	5,628	5,628	5,628	5,628
Borrowings and leases.....	508	509	534	580	537	582	507
Other.....	16,052	15,582	20,867	14,816	15,588	16,369	17,140
Total current liabilities.....	28,904	28,949	30,135	24,130	24,859	25,685	26,381
NON-CURRENT LIABILITIES							
Employee provisions.....	966	966	1,862	1,862	1,862	1,862	1,862
Borrowings and leases.....	1,252	1,152	1,180	1,021	893	971	291
Other.....	16,879	13,636	15,807	16,173	16,487	16,746	16,956
Total non-current liabilities.....	19,097	15,754	18,849	19,056	19,242	19,579	19,109
TOTAL LIABILITIES	48,001	44,703	48,984	43,186	44,101	45,264	45,490
NET ASSETS	263,248	261,578	262,720	269,500	311,016	350,619	388,210
EQUITY							
Contributed Equity.....	276,245	276,245	276,245	287,578	326,951	362,951	398,592
Accumulated surplus/(deficit).....	(24,506)	(26,176)	(25,068)	(29,617)	(27,470)	(23,863)	(21,908)
Reserves.....	11,509	11,509	11,543	11,539	11,535	11,531	11,526
TOTAL EQUITY	263,248	261,578	262,720	269,500	311,016	350,619	388,210

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

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 OPERATING ACTIVITIES							
Receipts							
Sale of goods and services.....	120,471	113,919	113,868	133,278	142,452	149,987	150,281
GST receipts.....	11,666	11,500	11,556	13,464	14,383	15,138	15,169
Other receipts.....	1,276	1,399	1,751	1,606	1,505	1,526	1,556
Payments							
Employee benefits.....	(20,458)	(20,973)	(19,931)	(22,829)	(23,079)	(23,356)	(23,694)
Supplies and services.....	(104,864)	(87,507)	(86,998)	(107,592)	(108,841)	(113,021)	(112,485)
Accommodation ^(b)	(872)	(853)	(883)	(1,384)	(1,410)	(1,439)	(1,470)
GST payments.....	(12,196)	(11,500)	(11,556)	(13,464)	(14,383)	(15,138)	(15,169)
Finance and interest costs.....	(37)	(67)	(69)	(62)	(64)	(79)	(78)
Other payments.....	(3,683)	(3,231)	(3,288)	(3,331)	(3,445)	(3,258)	(3,439)
Net cash from operating activities.....	(8,697)	2,687	4,450	(314)	7,118	10,360	10,671
CASHFLOWS FROM INVESTING ACTIVITIES							
Payments							
Purchase of non-current assets.....	(4,508)	(600)	(40)	(8,583)	(32,192)	(28,416)	(27,901)
Other payments.....	(6,054)	(4,810)	(5,135)	(8,969)	(13,265)	(14,155)	(14,749)
Net cash from investing activities.....	(10,562)	(5,410)	(5,175)	(17,552)	(45,457)	(42,571)	(42,650)
CASHFLOWS FROM FINANCING ACTIVITIES							
Receipts							
Proceeds from borrowings.....	-	9,000	9,000	9,000	9,000	9,000	9,000
Payments							
Repayment of borrowings and leases.....	(599)	(9,668)	(9,726)	(9,734)	(9,742)	(9,753)	(9,753)
Net cash from financing activities.....	(599)	(668)	(726)	(734)	(742)	(753)	(753)
CASHFLOWS FROM STATE GOVERNMENT							
Receipts							
Operating subsidies.....	200	200	200	200	220	-	-
Equity Contributions.....	-	-	-	11,333	39,373	36,000	35,641
Payments							
Dividends to government.....	-	-	-	-	-	-	(815)
National Tax Equivalent Regime - Income tax...	(164)	-	-	-	-	-	-
Local Government Rates Equivalent ^(b)	(389)	(76)	(114)	(255)	(390)	(529)	(670)
Net cash provided to State Government.....	25	(124)	(86)	(11,278)	(39,203)	(35,471)	(34,156)
NET INCREASE/(DECREASE) IN CASH HELD.....	(19,883)	(3,267)	(1,365)	(7,322)	122	2,507	1,424
Cash assets at the beginning of the reporting period.....	31,404	11,521	11,521	10,156	2,834	2,956	5,463
Cash assets at the end of the reporting period.....	11,521	8,254	10,156	2,834	2,956	5,463	6,887

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

(b) 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.

Racing and Wagering Western Australia

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Authority's Asset Investment Program totals \$11.6 million in 2021-22 and remains focused on the ongoing development, enhancement and replacement of hardware, software and retail terminals. Future asset investment will be adjusted to suit the changing wagering environment and operational requirements of the Authority.

	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							
Business Systems and Products	24,733	22,673	2,952	260	-	200	1,600
Other Works	21,623	12,515	1,984	2,014	2,549	2,574	1,971
Racing Systems, Infrastructure and Minor Capital	11,228	4,093	1,792	1,592	3,143	1,200	1,200
Wagering Systems and Products	58,732	35,233	11,593	7,775	5,127	5,409	5,188
Total Cost of Asset Investment Program	116,316	74,514	18,321	11,641	10,819	9,383	9,959
FUNDED BY							
Internal Funds and Balances			18,321	11,641	10,819	9,383	9,959
Total Funding			18,321	11,641	10,819	9,383	9,959

Western Australian Greyhound Racing Association

Part 4 Jobs and Economic Development

Asset Investment Program

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

	Estimated Total Cost \$'000	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							
Plant and Equipment							
Cannington - 2020-21 Program	170	170	170	-	-	-	-
Mandurah - 2020-21 Program	70	70	70	-	-	-	-
NEW WORKS							
Plant and Equipment							
Cannington							
2021-22 Program	150	-	-	150	-	-	-
2022-23 Program	150	-	-	-	150	-	-
2023-24 Program	150	-	-	-	-	150	-
2024-25 Program	150	-	-	-	-	-	150
Mandurah							
2021-22 Program	150	-	-	150	-	-	-
2022-23 Program	150	-	-	-	150	-	-
2023-24 Program	150	-	-	-	-	150	-
2024-25 Program	150	-	-	-	-	-	150
Total Cost of Asset Investment Program	1,440	240	240	300	300	300	300
FUNDED BY							
Internal Funds and Balances.....			240	300	300	300	300
Total Funding.....			240	300	300	300	300

The Burswood Park Board

Part 4 Jobs and Economic Development

Asset Investment Program

- Following the release of the Burswood Park Master Plan (the Master Plan), a number of priority projects have been identified for the improvement and enhancement of the parklands for the purposes of ensuring quality public recreation, health and enjoyment environments.

	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							
Rolling Asset Replacement Program.....	1,630	260	260	100	607	320	343
NEW WORKS							
Asset Replacement - Artesian Bore	700	-	-	700	-	-	-
Master Plan							
Hydraulic Sewer.....	1,300	-	-	1,300	-	-	-
Principal Shared Path.....	1,610	-	-	1,610	-	-	-
Upgrades	1,017	-	-	1,017	-	-	-
Zipline Ablutions	300	-	-	300	-	-	-
Total Cost of Asset Investment Program	6,557	260	260	5,027	607	320	343
FUNDED BY							
Internal Funds and Balances.....			260	4,227	607	320	343
Other			-	800	-	-	-
Total Funding.....			260	5,027	607	320	343