

## Part 7

### Community Safety

#### Introduction

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

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Western Australia Police Force		
– Total Cost of Services .....	1,679,230	1,685,806
– Asset Investment Program .....	90,908	94,344
Justice		
– Total Cost of Services .....	1,745,313	1,728,457
– Asset Investment Program .....	63,157	94,645
State Solicitor's Office		
– Total Cost of Services .....	54,210	56,461
– Asset Investment Program .....	-	301
Legal Aid Commission of Western Australia		
– Asset Investment Program .....	2,391	2,617
Fire and Emergency Services		
– Total Cost of Services .....	476,146	496,169
– Asset Investment Program .....	46,576	55,720
Office of the Director of Public Prosecutions		
– Total Cost of Services .....	53,028	51,672
– Asset Investment Program .....	325	2,364

Agency	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Corruption and Crime Commission		
– Total Cost of Services .....	27,590	28,611
– Asset Investment Program .....	1,300	1,300
Chemistry Centre (WA)		
– Total Cost of Services .....	28,283	30,109
– Asset Investment Program .....	2,500	2,500
Office of the Inspector of Custodial Services		
– Total Cost of Services .....	3,609	3,689
Parliamentary Inspector of the Corruption and Crime Commission		
– Total Cost of Services .....	809	810

## Ministerial Responsibilities

Minister	Agency	Services
Minister for Police; Road Safety; Defence Industry; Veterans Issues	Western Australia Police Force	<ol style="list-style-type: none"> <li>1. Metropolitan Policing Services</li> <li>2. Regional and Remote Policing Services</li> <li>3. Specialist Policing Services</li> <li>4. Road Safety Commission</li> </ol>
Attorney General; Minister for Electoral Affairs	Justice	<ol style="list-style-type: none"> <li>1. Court and Tribunal Services</li> <li>2. Advocacy, Guardianship and Administration Services</li> <li>3. Trustee Services</li> <li>4. National Redress Scheme for Institutional Child Sexual Abuse</li> <li>5. Births, Deaths and Marriages</li> <li>6. Services to Government</li> <li>7. Equal Opportunity Commission Services</li> <li>8. Legal Aid Assistance</li> </ol>
Minister for Mines and Petroleum; Energy; Corrective Services	Justice	<ol style="list-style-type: none"> <li>9. Adult Corrective Services</li> <li>10. Youth Justice Services</li> </ol>
	Office of the Inspector of Custodial Services	<ol style="list-style-type: none"> <li>1. Inspection and Review of Custodial Services</li> </ol>
Minister for Emergency Services; Racing and Gaming; Small Business; Volunteering	Fire and Emergency Services	<ol style="list-style-type: none"> <li>1. Community Awareness, Education and Information Services</li> <li>2. Health, Safety, Wellbeing and Training Services</li> <li>3. Delivery of Frontline Services Before, During and After Incidents</li> </ol>
Attorney General; Minister for Electoral Affairs	State Solicitor's Office	<ol style="list-style-type: none"> <li>1. Legal Services to Government</li> </ol>
	Legal Aid Commission of Western Australia	n/a
	Office of the Director of Public Prosecutions	<ol style="list-style-type: none"> <li>1. Criminal Prosecutions</li> <li>2. Confiscation of Assets</li> </ol>
	Corruption and Crime Commission	<ol style="list-style-type: none"> <li>1. Assessing All Allegations of Serious Misconduct Received</li> <li>2. Investigating Allegations of Serious Misconduct</li> </ol>
	Parliamentary Inspector of the Corruption and Crime Commission	<ol style="list-style-type: none"> <li>1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations</li> </ol>
Deputy Premier; Minister for Health; Medical Research; State Development; Jobs and Trade; Science	Chemistry Centre (WA)	<ol style="list-style-type: none"> <li>1. Research and Development</li> <li>2. Commercial and Scientific Information and Advice</li> <li>3. Emergency Response Management</li> </ol>



## Division 27 Western Australia Police Force

### Part 7 Community Safety

#### 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
<b>DELIVERY OF SERVICES</b>							
Item 61 Net amount appropriated to deliver services .....	1,403,840	1,417,591	1,467,156	1,478,405	1,508,240	1,552,132	1,577,196
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	4,712	4,622	4,622	4,640	4,661	4,682	4,701
Total appropriations provided to deliver services .....	1,408,552	1,422,213	1,471,778	1,483,045	1,512,901	1,556,814	1,581,897
<b>ADMINISTERED TRANSACTIONS</b>							
Amount provided for Administered Grants, Subsidies and Other Transfer Payments <sup>(a)</sup> ...	16,174	-	-	-	-	-	-
<b>CAPITAL</b>							
Item 129 Capital Appropriation .....	72,876	122,122	111,551	64,367	79,464	106,959	83,621
<b>TOTAL APPROPRIATIONS</b> .....	1,497,602	1,544,335	1,583,329	1,547,412	1,592,365	1,663,773	1,665,518
<b>EXPENSES</b>							
Total Cost of Services .....	1,595,077	1,628,953	1,679,230	1,685,806	1,701,453	1,744,125	1,766,368
Net Cost of Services <sup>(b)</sup> <sup>(c)</sup> .....	1,451,637	1,484,928	1,528,845	1,527,874	1,544,588	1,584,816	1,605,831
Adjusted Total Cost of Services <sup>(d)</sup> .....	1,533,822	1,559,826	1,610,103	1,640,811	1,649,642	1,688,975	1,714,342
<b>CASH ASSETS</b> <sup>(e)</sup> .....	134,131	69,070	125,542	72,502	66,422	72,606	81,849

(a) Administered Transactions funding of \$16.2 million in 2019-20 represents the Western Australia Police Force Redress Scheme to recognise and support former police officers medically retired due to a work-related illness or injury.

(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 agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(d) Adjusted Total Cost of Services excludes Road Trauma Trust Account (RTTA) grants for road safety initiatives delivered by other entities. These grants are considered on an annual basis and contribute to the variability in the Total Cost of Services recorded from 2021-22 to 2024-25. Further detail is provided in the Total Cost of Services - Reconciliation Table.

(e) As at 30 June each financial year.

## Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Western Australia Police Force's Income Statement since presentation of the 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
<b>COVID-19 Response</b>					
COVID-19 Emergency Management .....	36,415	15,866	2,389	2,389	2,389
Fremantle Police Complex .....	-	-	-	205	412
<b>Election Commitments</b>					
Baldivis and Forrestfield Police Stations (Project Definition Plans) .....	-	160	-	-	-
Extend Police Station Opening Hours .....	-	262	265	269	272
Kalgoorlie CCTV .....	-	1,000	-	-	-
Police and Community Youth Centres Sustainability Funding .....	-	4,367	4,455	4,544	4,634
Small Commitments .....	20	416	-	-	-
<b>New Initiatives</b>					
Additional Police Officer Program					
ChemCentre and PathWest Flow-on Impacts .....	-	1,010	1,264	1,769	2,275
Infrastructure Planning .....	-	1,024	1,033	-	-
Critical Information and Communications Technology (ICT) Upgrades .....	-	3,396	-	-	-
Emergency Services Radio Network Project - Planning .....	-	758	767	-	-
Helicopter Fleet - Operating Costs .....	-	951	6,911	1,556	1,502
Kimberley Juvenile Justice Strategy .....	-	253	-	-	-
Regional Road Enforcement - Increased Police Deployment .....	-	1,500	-	-	-
RTTA - Mobile Camera Trial - Metropolitan and Regional .....	-	1,500	-	-	-
<b>Ongoing Initiatives</b>					
Government Office Accommodation Reform Program .....	(85)	(104)	(98)	(73)	(7)
Living Safe Together Intervention Program .....	181	-	-	-	-
Mental Health Court Diversion Program .....	-	238	241	244	246
National Anti-gangs Squad .....	91	-	-	-	-
National Disability Insurance Scheme Worker Screening .....	85	165	133	86	86
Operation Heat Shield .....	5,000	-	-	-	-
Proceeds of Crime .....	1,202	-	-	-	-
RTTA					
Impaired Driving Detection (Alcohol and Drug) Program .....	-	1,403	1,865	2,384	2,923
School Drug Education and Road Aware Program .....	-	-	-	76	114
Speed Enforcement - Administration .....	-	(423)	(423)	(423)	(423)
Special Plates Fund .....	369	-	-	-	-
<b>Other</b>					
2020-21 Operating Pressures .....	9,323	-	-	-	-
2021-22 Tariffs, Fees and Charges .....	-	2,942	3,461	3,818	4,260

## Significant Issues Impacting the Agency

### COVID-19 Response

1. The Commissioner of Police continues to provide leadership as the State Emergency Coordinator in managing the State's response to the COVID-19 pandemic. The Western Australia Police Force continues to provide support to the Department of Health, the Hazard Management Agency, through the implementation of emergency management plans. In addition to providing policing services, the Western Australia Police Force is performing duties associated with border security, quarantine arrangements, track and trace services and compliance measures.

### Safe, Strong and Fair Communities

2. To meet the Government's commitment of an additional 950 police officers over a four year period, the Western Australia Police Force is progressively recruiting and deploying officers across Western Australia. The recruitment program provides greater opportunities to build workforce diversity. The safety, health and welfare of the workforce remains a priority, and work continues to deliver additional support to officers with work-related injuries or illness and their families.

3. Acknowledging the significant impact that illicit drugs have on the community, the Western Australia Police Force continues to target the illicit drug trade, including through the implementation of the Government's Methamphetamine Action Plan, to reduce drug-related harm in the community. Delivering this objective includes increasing collaboration with law enforcement agencies in Australia and overseas, focusing on organised criminal networks to disrupt the supply of illicit drugs into Western Australia, and supporting the progression of targeted legislative reforms which aim to enhance police powers and seek to drive organised crime out of Western Australia by disrupting organised crime activities and crime supply chains. The Western Australia Police Force also continues to strengthen engagement within Government and the community to minimise drug-related harm and to support a reduction in demand for drugs.
4. Increased reporting of family violence and the need to provide victims with continued support and to keep perpetrators accountable remains a priority for the Western Australia Police Force, which continues to evolve risk identification and collaboration with State and national partner agencies. Further technological improvements are being explored to integrate systems with partner agencies and to strengthen a multi-agency response.
5. The Western Australia Police Force remains dedicated to contributing to the wellbeing of Aboriginal people through increased engagement to improve relationships and understanding of the issues facing Aboriginal people, to inform strategies to reduce over-representation in the justice system. To improve the capability to engage, the Western Australia Police Force continues to explore strategies to attract, develop and retain Aboriginal officers and employees, particularly in regional and remote areas, and to utilise technology.
6. The Western Australia Police Force continues to build positive relationships with young people in the community. This work includes contributing to better outcomes for youth and the community by leveraging opportunities with partner agencies, including the Police and Community Youth Centres, to provide early intervention, diversion and prevention strategies for at-risk young people.
7. As the Hazard Management Agency for a number of prescribed hazards, the Western Australia Police Force provides substantial support in a range of emergencies. These emergencies present complex challenges, particularly in regional and remote areas, and require an ongoing program of training and exercising to develop and maintain essential capabilities.
8. The National Terrorism Threat for Australia remains at 'probable'. The Western Australia Police Force continues to maintain and improve its capacity to prevent and respond to terrorism threats and incidents through a broad range of capabilities and collaborative relationships with partner agencies and community stakeholders.
9. Technological innovation presents an opportunity to enhance the capabilities of police officers on the frontline, including access to information for better decision-making. Early adoption of technologies provides an opportunity for the agency to deliver a more agile, mobile and responsive service to the community, and enables the Western Australia Police Force to manage increased community expectations in responding to emerging crime types. The increasing reliance upon information holdings places greater demand upon the Western Australia Police Force to protect its systems against emerging cyber security threats while maintaining resilience and recovery capabilities.
10. The prevalence of mental health issues in the community, as well as the number of vulnerable people and persons at risk, has impacted demand for services from the Western Australia Police Force, which is committed to continuing the development of partnerships in order to identify and address these issues, including engaging with the community and developing inter-agency and other partnerships at all levels.
11. To reduce the road toll, the Western Australia Police Force continues to target the enforcement of Category A offences such as driving without a license or while impaired by drugs or alcohol, mobile phone usage, non-use of seatbelts and helmets, and reckless driving, including in regional Western Australia.

### **Road Safety**

12. The Road Safety Commission (the Commission) is leading the implementation, across Government and within the community, of the Driving Change - Road Safety Strategy for Western Australia 2020-2030 which aims to reduce the numbers of people killed or severely or seriously injured by 50-70% by 2030.
13. While crashes involving risk-taking behaviours such as speed, drink driving and not wearing a seatbelt have reduced, the Commission is continuing to further reduce road trauma related to these factors through support for enforcement activities, assisting local governments to create safer communities through safer speeds on local streets, and developing educational campaigns and regulation which deters dangerous driving behaviours.

14. Further reducing crashes involving inattention, distraction, mistakes and fatigue is key to reducing the road toll. The Commission will examine the use of technology and education to address these behaviours.
15. The number of regional road fatalities continues to be too high. The Regional Road Safety Program is being implemented to deliver unprecedented road safety treatments across the State, with \$669 million being invested by the State and Commonwealth Government to upgrade 7,000 km of regional roads.
16. New and emerging modes of transport including automated vehicles, trackless trams and e-rideables are expected to impact on road safety. The Commission will continue to anticipate, monitor and respond to these impacts including through modernising regulation and targeted education.
17. Ongoing improvements in vehicle safety technology contribute to positive road safety outcomes. The Commission will continue to support the National Road Safety Partnership Program, which promotes vehicle safety technology and explores opportunities to support employers in embedding road safety in the workplace.

## 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 Western Australia Police Force'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
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	Contribute to community safety and security.	1. Metropolitan Policing Services 2. Regional and Remote Policing Services 3. Specialist Policing Services
	Improve coordination and community awareness of road safety in Western Australia.	4. Road Safety Commission

### Service Summary

Expense	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. Metropolitan Policing Services.....	565,752	570,455	556,909	574,891	596,362	614,432	614,642
2. Regional and Remote Policing Services.....	432,331	431,859	433,274	436,628	457,263	471,190	476,521
3. Specialist Policing Services <sup>(a)</sup> .....	523,097	534,480	599,718	603,332	574,383	585,837	606,046
4. Road Safety Commission .....	73,897	92,159	89,329	70,955	73,445	72,666	69,159
<b>Total Cost of Services.....</b>	<b>1,595,077</b>	<b>1,628,953</b>	<b>1,679,230</b>	<b>1,685,806</b>	<b>1,701,453</b>	<b>1,744,125</b>	<b>1,766,368</b>

(a) The service allocation is based on a continuation of COVID-19 Response activities at the present level in 2021-22. From the 2022-23 Forward Estimate, it is assumed that the service allocation for the Western Australia Police Force's activities will return to pre-pandemic proportions.



## Total Cost of Services - Reconciliation Table

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
<b>Total Cost of Services</b> .....	<b>1,595,077</b>	<b>1,628,953</b>	<b>1,679,230</b>	<b>1,685,806</b>	<b>1,701,453</b>	<b>1,744,125</b>	<b>1,766,368</b>
<i>Less: RTTA Grants to Other Entities <sup>(a)</sup></i> .....	<i>61,255</i>	<i>69,127</i>	<i>69,127</i>	<i>44,995</i>	<i>51,811</i>	<i>55,150</i>	<i>52,026</i>
<b>Adjusted Total Cost of Services</b> .....	<b>1,533,822</b>	<b>1,559,826</b>	<b>1,610,103</b>	<b>1,640,811</b>	<b>1,649,642</b>	<b>1,688,975</b>	<b>1,714,342</b>

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

## Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
<b>Outcome: Contribute to community safety and security:</b>					
Rate of offences against the person (excluding family violence-related offences) per 100,000 people .....	804.8	810	847.5	810	1
Rate of offences against property (excluding family violence-related offences) per 100,000 people .....	5,172.7	6,200	3,880.4	6,200	2
Percentage of sworn police officer hours available for frontline policing duties.....	73.3%	75%	72.7%	75%	3
Percentage of priority one and two incidents in the metropolitan area responded to within 12 minutes .....	80%	80%	76.4%	80%	4
Percentage of priority three incidents in the metropolitan area responded to within 60 minutes .....	76.8%	80%	79%	80%	5
Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within seven days.....	75.2%	75%	73.7%	75%	6
Percentage of offences against the person investigations finalised within 60 days.....	88.1%	85%	87.7%	85%	
Percentage of offences against property investigations finalised within 30 days .....	87.9%	90%	89.4%	90%	
Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences .....	97.8%	90%	98.3%	90%	
The percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police .....	83.9%	82%	84.6%	82%	
The percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police.....	83.1%	85%	82.3%	85%	
<b>Outcome: Improve coordination and community awareness of road safety in Western Australia:</b>					
Effectiveness of road safety awareness campaigns .....	82%	70%	77%	70%	

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

## Explanation of Significant Movements

(Notes)

1. The increase in the 2020-21 Estimated Actual compared with the 2020-21 Budget and the 2019-20 Actual is mainly due to an increase in assault (non-family). Between April and June 2020, COVID-19 restrictions were applied to entertainment venues, which affected opening hours and capacity limits. When restrictions were eased, community interaction and access to alcohol through licensed venues increased.
2. The decrease in the 2020-21 Estimated Actual compared with the 2020-21 Budget and the 2019-20 Actual is mainly due to a decrease in burglary and stealing offences, which can be attributed to the restrictions associated with the COVID-19 pandemic. Operations and innovations targeting high-harm offenders and crime hot spots, including the State-wide Operation Heat Shield have also contributed to the decrease.
3. The decrease in the 2020-21 Estimated Actual compared to the 2020-21 Budget reflects a decrease in the hours available for frontline duties as a percentage of the baseline hours (total police hours less annual and long service leave). There was an actual 2.7% increase in the number of hours available for frontline duties (compared with 2019-20) due to an increase in frontline police officer hours and overtime hours during the State of Emergency declared for the COVID-19 pandemic. However, this increase was offset by a larger increase in baseline hours in 2020-21 due to an increase in total police officer hours.
4. The decrease in the 2020-21 Estimated Actual compared with the 2020-21 Budget and the 2019-20 Actual reflects additional demand being placed on available resources due to an increase in the number of incidents attended combined with the requirement to conduct COVID-19 quarantine and self-isolation checks.
5. The increase in the 2020-21 Estimated Actual compared to the 2019-20 Actual is attributable to a 17.1% (22,233) decrease in priority 3 incidents attended in 2020-21. While the number of priority 3 incidents decreased, the Western Australia Police Force was also required to conduct COVID-19 quarantine and self-isolation checks which has resulted in additional demands being placed on available resources.
6. The decrease in the 2020-21 Estimated Actual compared with the 2020-21 Budget and the 2019-20 Actual can be attributed to a 10.9% increase in family violence-related offences against the person compared with 2019-20. This increase placed additional demands on available resources to process offenders within seven days.

## Services and Key Efficiency Indicators

### 1. Metropolitan Policing Services

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000	\$'000	\$'000	\$'000	
Less Income <sup>(a)</sup> .....	565,752	570,455	556,909	574,891	
Net Cost of Service .....	9,267	10,070	10,312	11,683	
Net Cost of Service .....	556,485	560,385	546,597	563,208	
Employees (Full-Time Equivalents) .....	3,725	3,884	3,637	3,762	
<b>Efficiency Indicators</b>					
Average cost of metropolitan policing services per person in the Perth metropolitan area .....	\$271	\$271	\$262	\$268	

(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.

## 2. Regional and Remote Policing Services

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	432,331	431,859	433,274	436,628	
Less Income <sup>(a)</sup> .....	12,180	13,237	13,554	15,355	
Net Cost of Service .....	420,151	418,622	419,720	421,273	
<b>Employees (Full-Time Equivalents) .....</b>	<b>2,068</b>	<b>2,156</b>	<b>2,078</b>	<b>2,203</b>	
<b>Efficiency Indicators</b>					
Average cost of regional and remote policing services per person in regional Western Australia .....	\$808	\$811	\$806	\$810	

(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.

## 3. Specialist Policing Services

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	523,097	534,480	599,718	603,332	
Less Income <sup>(a)</sup> .....	24,593	26,726	27,366	31,004	1, 2
Net Cost of Service .....	498,504	507,754	572,352	572,328	
<b>Employees (Full-Time Equivalents) .....</b>	<b>2,955</b>	<b>3,082</b>	<b>3,382</b>	<b>3,481</b>	<b>3</b>
<b>Efficiency Indicators</b>					
Average cost of specialist services per person in Western Australia .....	\$200	\$203	\$225	\$225	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 2020-21 Estimated Actual was higher than the 2020-21 Budget Target as a consequence of a larger than anticipated increase in expenses due to COVID-19 Response activities.
2. The 2021-22 Budget Target is higher than the 2020-21 Estimated Actual primarily due to the increase in associated fees and charges and the Commonwealth revenue received for the COVID-19 Response.
3. The increase in full-time equivalents from the 2020-21 Budget to the 2021-22 Budget Target is mainly due to the redirection of police effort from the Metropolitan and Regional Policing Services to Specialist Policing Services in response to the COVID-19 pandemic, and the Additional Police Officer Program.

#### 4. Road Safety Commission

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	73,897	92,159	89,329	70,955	1
Less Income <sup>(a)</sup> .....	97,400	93,992	99,153	99,890	
Net Cost of Service .....	(23,503)	(1,833)	(9,824)	(28,935)	
Employees (Full-Time Equivalents) .....	33	36	41	44	
<b>Efficiency Indicators</b>					
Percentage of road safety commission projects completed on time .....	71%	90%	86%	90%	2
Percentage of road safety commission projects completed on budget .....	100%	95%	86%	95%	

(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 variation in Total Cost of Service across the 2020-21 Budget, 2020-21 Estimated Actual and 2021-22 Budget Target is mainly due to the completion of road safety projects in 2020-21.
2. The 2020-21 Estimated Actual was lower than the 2020-21 Budget Target due to the impact of the COVID-19 pandemic that affected the continuation of campaigns and participation by the community in events and partnerships.

#### Asset Investment Program

1. To support the delivery of services, the Western Australia Police Force has a widespread Asset Investment Program (AIP). New capital funding in this Budget largely focuses on election commitments to provide modern fit-for-purpose police facilities, aircraft replacement and the continued implementation of responses to the COVID-19 pandemic.

#### Election Commitments

2. As part of the 2021 State Election, the following commitments were made, including:
  - 2.1. construction of a new purpose-built police station in Forrestfield (\$22 million);
  - 2.2. construction of a new police station in Baldivis to service the rapidly growing community (\$19 million); and
  - 2.3. replacement of Mobile State Operations Command Vehicles to enhance emergency management response and control capabilities of the Western Australia Police Force (\$3.5 million).

#### COVID-19 Response

3. Investment is continuing on the following COVID-19 Response related projects that commenced in 2020-21:
  - 3.1. to support an increase in accommodation capacity and an updated design, an additional \$34.4 million will be invested towards the construction of a purpose built, modern police station in Fremantle (total \$83.6 million). The state-of-the-art facility is planned to be built at the former Stan Reilly Reserve site on South Terrace near the corner of Parry Street; and
  - 3.2. a further \$6.7 million will be spent on refurbishment works at 14 police stations across regional and metropolitan Western Australia (total \$28.6 million), which are due for completion in 2021-22.

#### Other Initiatives

4. A total of \$19.9 million will be invested to purchase a second new Airbus H145 helicopter to replace Dauphin Eurocopter, providing a significant improvement in the Western Australia Police Force's aerial response capability.

	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
<b>WORKS IN PROGRESS</b>							
<b>COVID-19 Response</b>							
Land and Buildings Infrastructure							
Fremantle Police Complex.....	83,619	70	70	1,882	6,672	35,910	39,085
Fremantle Water Police - Wharf and Jetty Renewal .....	2,580	1,865	1,865	615	100	-	-
Kununurra Police Station Alterations .....	500	166	166	334	-	-	-
Refurbishment of Police Stations.....	28,596	10,488	10,488	16,033	2,075	-	-
Multi-functional Policing Facilities							
Heating, Ventilation, and Air Conditioning (HVAC)							
Replacement Tranche 2 (Royalties for Regions (RfR)) ....	5,828	240	240	4,888	700	-	-
HVAC Replacement Tranche 3.....	7,749	100	100	5,288	2,361	-	-
<b>Other Works in Progress</b>							
Fleet and Equipment							
Election Commitment - Meth Border Force.....	5,645	3,799	1,115	1,846	-	-	-
Helicopter Replacement .....	44,924	5,327	4,460	4,958	34,639	-	-
Information and Communications Technology (ICT)							
and Radio Infrastructure							
Digital Policing - Mobility .....	7,187	3,796	2,374	3,391	-	-	-
National Criminal Intelligence System .....	3,888	2,044	2,044	1,844	-	-	-
Police Radio Network - Commonwealth Legislated							
Radio Frequency Change .....	11,214	10,689	885	525	-	-	-
Land and Buildings Infrastructure							
Armadale Courthouse and Police Complex .....	74,220	37,867	24,674	18,321	12,325	5,707	-
Election Commitment - Capel Police Station .....	5,257	4,957	1,800	300	-	-	-
Multi-functional Policing Facilities - HVAC							
Replacement Tranche 1 (RfR) .....	12,564	11,114	3,736	1,450	-	-	-
Office Space and Child Friendly Interview Rooms in							
Remote WA (Commonwealth) .....	3,654	1,773	500	1,881	-	-	-
Optus Stadium Deployment Centre .....	744	608	76	136	-	-	-
Westralia Square Accommodation.....	5,318	3,418	-	1,900	-	-	-
<b>COMPLETED WORKS</b>							
<b>COVID-19 Response</b>							
ICT and Radio Infrastructure - Electronic Tracking and							
Tracing Capability .....	4,554	4,554	1,712	-	-	-	-
<b>Other Completed Works</b>							
Fleet and Equipment							
Asset Equipment Management Program - 2018-2021 .....	13,209	13,209	3,888	-	-	-	-
Royal Commission - Specialist Child Interview							
Recording Equipment .....	36	36	36	-	-	-	-
ICT and Radio Infrastructure							
ICT Optimisation Program 2017-2021 .....	26,803	26,803	4,310	-	-	-	-
National Disability Insurance Worker Screening .....	560	560	560	-	-	-	-
Police Radio Network - Community Safety Network							
Regional Radio Network Replacement Program.....	55,527	55,527	227	-	-	-	-
State-wide CCTV Network .....	2,086	2,086	222	-	-	-	-
Land and Buildings Infrastructure							
Custodial Facilities Upgrade Program 2018-2021 .....	10,712	10,712	3,156	-	-	-	-
Police Station Upgrade Program 2018-2021 .....	18,603	18,603	7,732	-	-	-	-
Recognition of Investing Activities from Recurrent							
Funding 2020-21.....	8,375	8,375	8,375	-	-	-	-
RTTA							
Automatic Number Plate Recognition - Technology							
Refresh .....	96	96	96	-	-	-	-
Breath and Drug Bus Replacement .....	726	726	462	-	-	-	-
Expansion of Automated Traffic Enforcement Strategy ....	9,815	9,815	360	-	-	-	-
Speed Camera Replacement Program.....	14,831	14,831	3,869	-	-	-	-
<b>NEW WORKS</b>							
<b>Election Commitments</b>							
Fleet and Equipment - Mobile State Operations							
Command Centre (Vehicles) .....	3,500	-	-	500	2,500	500	-
Land and Buildings Infrastructure							
Baldivis Police Station .....	19,000	-	-	637	4,407	13,118	838
Forrestfield Police Station .....	22,000	-	-	2,568	6,488	11,820	1,124
<b>Other New Works</b>							
Fleet and Equipment - Asset Equipment Management							
Program							
2022-2024 .....	25,815	-	-	8,555	8,630	8,630	-
2024-2028 .....	7,200	-	-	-	-	-	7,200
ICT and Radio Infrastructure - Optimisation Program							
2022-2024 .....	11,938	-	-	8,576	1,536	1,826	-
2024-2028 .....	2,800	-	-	-	-	-	2,800

	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
Land and Buildings Infrastructure							
Additional Police Officer Infrastructure Program .....	1,516	-	-	716	800	-	-
Custodial Facilities Upgrade Program							
2022-2024 .....	7,920	-	-	2,640	2,640	2,640	-
2024-2028 .....	2,640	-	-	-	-	-	2,640
Police Station Upgrade Program							
2022-2024 .....	9,194	-	-	3,960	3,960	1,274	-
2024-2028 .....	3,960	-	-	-	-	-	3,960
RTTA - Breath and Drug Bus Replacement .....	1,200	-	-	600	600	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>588,103</b>	<b>264,254</b>	<b>89,598</b>	<b>94,344</b>	<b>90,433</b>	<b>81,425</b>	<b>57,647</b>
<b>FUNDED BY</b>							
Asset Sales .....			30	25	-	-	-
Capital Appropriation .....			76,843	28,939	43,778	71,009	47,647
Drawdowns from Royalties for Regions Fund .....			1,675	6,863	700	-	-
Drawdowns from the Holding Account .....			9,600	9,129	34,534	10,416	10,000
Funding Included in Department of Treasury - Digital Capability Fund .....			-	4,675	-	-	-
Internal Funds and Balances .....			(822)	39,396	11,421	-	-
Other .....			710	3,473	-	-	-
Other Grants and Subsidies .....			1,562	1,844	-	-	-
<b>Total Funding .....</b>			<b>89,598</b>	<b>94,344</b>	<b>90,433</b>	<b>81,425</b>	<b>57,647</b>

## Financial Statements

### Income Statement

#### Expenses

- The \$56.9 million increase in Total Cost of Services between the 2020-21 Budget and the 2021-22 Budget is mainly due to additional funding provided in 2021-22 for the 950 additional police officers (including 150 police officers for COVID-19 Responses) and 2021 election commitments, partly offset by the one-off funding provided for the Body Armour initiative and Road Safety Commission grants in 2020-21.

#### Income

- The increase of \$7.5 million in Total Income from the 2020-21 Estimated Actual to the 2021-22 Budget is mainly due to the forecast increase in regulatory fees and charges and a once-off allocation from the Department of Treasury relating to Commonwealth revenue under the National Partnership Agreement on COVID-19 Response.

### Statement of Financial Position

- Total Assets are increasing over the forward estimates period, reflecting an increase in holding account receivables and the purchase of fixed assets under the approved AIP, partly offset by depreciation and the decrease in information, computer and telecommunications equipment leased.

### Statement of Cashflows

- The net decrease in cash held of \$53 million in the 2021-22 Budget Estimate relative to the 2020-21 Estimated Actual is mainly due to utilisation of internal funds and balances for the AIP mainly as a result of carryovers from previous years.

**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
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	1,133,758	1,158,034	1,181,811	1,205,650	1,249,015	1,291,479	1,317,654
Grants and subsidies <sup>(c)</sup> .....	70,308	81,077	75,179	58,745	57,516	60,944	57,910
Supplies and services .....	176,449	168,771	204,478	192,502	168,469	165,821	163,543
Accommodation .....	56,925	53,429	51,956	61,222	63,063	63,895	64,565
Depreciation and amortisation .....	95,860	95,980	95,980	96,661	102,316	100,795	100,749
Finance and interest costs .....	1,609	2,731	2,135	1,973	1,700	1,799	1,754
Other expenses .....	60,168	68,931	67,691	69,053	59,374	59,392	60,193
<b>TOTAL COST OF SERVICES .....</b>	<b>1,595,077</b>	<b>1,628,953</b>	<b>1,679,230</b>	<b>1,685,806</b>	<b>1,701,453</b>	<b>1,744,125</b>	<b>1,766,368</b>
<b>Income</b>							
Sale of goods and services .....	390	1,033	1,033	1,081	1,129	1,179	1,179
Regulatory fees and fines .....	18,185	18,373	18,373	23,680	24,995	26,208	26,626
Grants and subsidies .....	2,843	3,660	3,715	5,415	510	510	510
Other revenue .....	25,341	27,367	28,313	29,266	30,897	32,078	32,888
RTTA Revenue (Service Delivery Agreement) .....	96,681	93,592	98,951	98,490	99,334	99,334	99,334
<b>Total Income .....</b>	<b>143,440</b>	<b>144,025</b>	<b>150,385</b>	<b>157,932</b>	<b>156,865</b>	<b>159,309</b>	<b>160,537</b>
<b>NET COST OF SERVICES <sup>(d)</sup> .....</b>	<b>1,451,637</b>	<b>1,484,928</b>	<b>1,528,845</b>	<b>1,527,874</b>	<b>1,544,588</b>	<b>1,584,816</b>	<b>1,605,831</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	1,408,552	1,422,213	1,471,778	1,483,045	1,512,901	1,556,814	1,581,897
Resources received free of charge .....	3,403	4,264	4,264	4,264	4,264	4,264	4,264
Royalties for Regions Fund:							
Regional Community Services Fund .....	15,559	18,972	17,411	18,586	18,586	19,195	18,586
Other revenues .....	6,957	7,232	9,334	10,173	6,524	6,524	6,124
<b>TOTAL INCOME FROM STATE GOVERNMENT .....</b>	<b>1,434,471</b>	<b>1,452,681</b>	<b>1,502,787</b>	<b>1,516,068</b>	<b>1,542,275</b>	<b>1,586,797</b>	<b>1,610,871</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(17,166)</b>	<b>(32,247)</b>	<b>(26,058)</b>	<b>(11,806)</b>	<b>(2,313)</b>	<b>1,981</b>	<b>5,040</b>

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 8,781, 9,138 and 9,490 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
CCTV							
Mandurah War Memorial Fund .....	-	350	350	-	-	-	-
State Strategy .....	247	462	435	27	-	-	-
Community Safety and Crime Prevention							
Partnership Fund .....	1,084	1,250	1,216	1,450	1,250	1,250	1,250
Kalgoorlie CCTV .....	-	-	-	1,000	-	-	-
Local Projects Local Jobs Grant .....	50	124	20	104	-	-	-
Other Grants .....	883	-	-	-	-	-	-
Police and Community Youth Centres (PCYC)							
Carnarvon and Kununurra .....	1,198	1,169	550	1,252	-	-	-
Indigenous Advancement Strategy - West							
Kimberley Youth and Resilience Hub							
Project .....	1,286	-	-	-	-	-	-
Maintenance and Upgrades .....	305	5,595	461	5,134	-	-	-
Sustainability Funding .....	4,000	3,000	3,000	4,367	4,455	4,544	4,634
Road Safety Initiatives							
Government Organisations .....	58,577	65,914	65,914	41,899	48,662	51,920	48,715
Non-government Organisations .....	2,678	3,213	3,213	3,096	3,149	3,230	3,311
Small Commitments .....	-	-	20	416	-	-	-
<b>TOTAL .....</b>	<b>70,308</b>	<b>81,077</b>	<b>75,179</b>	<b>58,745</b>	<b>57,516</b>	<b>60,944</b>	<b>57,910</b>



**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(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
<b>CURRENT ASSETS</b>							
Cash assets.....	48,087	18,946	61,612	9,990	9,390	9,390	9,390
Restricted cash.....	14,953	4,578	8,679	2,813	2,323	2,232	2,232
Restricted cash - RTTA .....	54,279	25,404	35,109	36,227	27,907	30,852	36,765
Holding account receivables.....	12,600	17,970	10,985	34,534	10,416	10,000	17,124
Receivables .....	12,617	12,617	12,617	12,617	12,617	12,617	12,617
Other.....	5,315	5,315	5,315	5,315	5,315	5,315	5,315
Assets held for sale .....	702	702	702	702	702	702	702
<b>Total current assets.....</b>	<b>148,553</b>	<b>85,532</b>	<b>135,019</b>	<b>102,198</b>	<b>68,670</b>	<b>71,108</b>	<b>84,145</b>
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	624,617	705,627	712,612	774,739	866,639	957,434	1,041,059
Property, plant and equipment.....	1,026,529	1,121,987	1,055,328	1,073,793	1,093,449	1,109,445	1,105,933
Intangibles .....	51,490	46,538	50,839	56,436	49,796	45,458	41,177
Restricted cash .....	16,812	20,142	20,142	23,472	26,802	30,132	33,462
<b>Total non-current assets.....</b>	<b>1,719,448</b>	<b>1,894,294</b>	<b>1,838,921</b>	<b>1,928,440</b>	<b>2,036,686</b>	<b>2,142,469</b>	<b>2,221,631</b>
<b>TOTAL ASSETS .....</b>	<b>1,868,001</b>	<b>1,979,826</b>	<b>1,973,940</b>	<b>2,030,638</b>	<b>2,105,356</b>	<b>2,213,577</b>	<b>2,305,776</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	210,026	214,229	218,982	223,185	227,388	231,591	235,794
Payables.....	12,845	12,845	12,845	12,845	12,845	12,845	12,845
Borrowings and leases .....	28,298	28,750	30,340	30,632	25,630	27,560	24,940
Other.....	23,570	23,570	23,570	23,570	23,570	23,570	23,570
<b>Total current liabilities.....</b>	<b>274,739</b>	<b>279,394</b>	<b>285,737</b>	<b>290,232</b>	<b>289,433</b>	<b>295,566</b>	<b>297,149</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	83,703	83,703	94,180	94,180	94,180	94,180	94,180
Borrowings and leases .....	34,435	44,498	31,731	22,390	20,056	13,204	15,159
Other.....	1,254	1,254	1,254	1,254	1,254	1,254	1,254
<b>Total non-current liabilities.....</b>	<b>119,392</b>	<b>129,455</b>	<b>127,165</b>	<b>117,824</b>	<b>115,490</b>	<b>108,638</b>	<b>110,593</b>
<b>TOTAL LIABILITIES .....</b>	<b>394,131</b>	<b>408,849</b>	<b>412,902</b>	<b>408,056</b>	<b>404,923</b>	<b>404,204</b>	<b>407,742</b>
<b>EQUITY</b>							
Contributed equity.....	898,789	1,028,143	1,012,015	1,085,365	1,165,529	1,272,488	1,356,109
Accumulated surplus/(deficit).....	254,566	222,319	228,508	216,702	214,389	216,370	221,410
Reserves .....	320,515	320,515	320,515	320,515	320,515	320,515	320,515
<b>Total equity .....</b>	<b>1,473,870</b>	<b>1,570,977</b>	<b>1,561,038</b>	<b>1,622,582</b>	<b>1,700,433</b>	<b>1,809,373</b>	<b>1,898,034</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>1,868,001</b>	<b>1,979,826</b>	<b>1,973,940</b>	<b>2,030,638</b>	<b>2,105,356</b>	<b>2,213,577</b>	<b>2,305,776</b>

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

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

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	1,313,066	1,326,233	1,375,798	1,386,384	1,410,585	1,456,019	1,481,148
Capital appropriation .....	72,876	122,122	111,551	64,367	79,464	106,959	83,621
Holding account drawdowns .....	21,466	9,600	9,600	10,985	34,534	10,416	10,000
Royalties for Regions Fund:							
Regional Community Services fund .....	15,559	18,972	17,411	18,586	18,586	19,195	18,586
Regional Infrastructure and Headworks fund .....	14,254	7,232	1,675	6,863	700	-	-
Receipts paid into Consolidated Account .....	-	-	-	(2,580)	-	-	-
Other .....	6,882	5,490	7,592	15,506	7,182	7,182	6,782
<b>Net cash provided by State Government .....</b>	<b>1,444,103</b>	<b>1,489,649</b>	<b>1,523,627</b>	<b>1,500,111</b>	<b>1,551,051</b>	<b>1,599,771</b>	<b>1,600,137</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(1,109,041)	(1,153,831)	(1,150,683)	(1,201,447)	(1,244,812)	(1,287,276)	(1,313,451)
Grants and subsidies .....	(68,966)	(81,077)	(75,179)	(58,745)	(57,516)	(60,944)	(57,910)
Supplies and services .....	(172,398)	(166,862)	(193,438)	(190,699)	(166,547)	(163,899)	(161,621)
Accommodation .....	(55,874)	(53,029)	(51,556)	(61,222)	(63,063)	(63,895)	(64,565)
GST payments .....	(44,525)	(32,911)	(49,911)	(49,911)	(49,911)	(49,911)	(49,911)
Finance and interest costs .....	(1,972)	(2,731)	(2,135)	(1,973)	(1,700)	(1,799)	(1,754)
Other payments .....	(59,772)	(60,474)	(80,060)	(60,090)	(47,079)	(50,548)	(51,349)
<b>Receipts (c)</b>							
Regulatory fees and fines .....	18,126	18,373	18,373	23,680	24,995	26,208	26,626
Grants and subsidies .....	1,680	3,660	3,715	5,415	510	510	510
Sale of goods and services .....	1,514	2,033	2,033	1,081	1,129	1,179	1,179
GST receipts .....	43,200	32,911	49,911	49,911	49,911	49,911	49,911
Other receipts .....	23,267	21,607	22,553	22,106	23,737	24,918	25,728
RTTA receipts (Service Delivery Agreement) .....	96,681	93,592	98,951	98,490	99,334	99,334	99,334
<b>Net cash from operating activities .....</b>	<b>(1,328,080)</b>	<b>(1,378,739)</b>	<b>(1,407,426)</b>	<b>(1,423,404)</b>	<b>(1,431,012)</b>	<b>(1,476,212)</b>	<b>(1,497,273)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets (d) (e) .....	(62,124)	(140,779)	(89,598)	(94,344)	(90,433)	(81,425)	(57,647)
Proceeds from sale of non-current assets .....	443	30	30	25	-	-	-
<b>Net cash from investing activities .....</b>	<b>(61,681)</b>	<b>(140,749)</b>	<b>(89,568)</b>	<b>(94,319)</b>	<b>(90,433)</b>	<b>(81,425)</b>	<b>(57,647)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases .....	(36,104)	(35,222)	(35,222)	(35,428)	(35,686)	(35,950)	(35,974)
<b>Net cash from financing activities .....</b>	<b>(36,104)</b>	<b>(35,222)</b>	<b>(35,222)</b>	<b>(35,428)</b>	<b>(35,686)</b>	<b>(35,950)</b>	<b>(35,974)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>18,238</b>	<b>(65,061)</b>	<b>(8,589)</b>	<b>(53,040)</b>	<b>(6,080)</b>	<b>6,184</b>	<b>9,243</b>
Cash assets at the beginning of the reporting period .....	115,893	134,131	134,131	125,542	72,502	66,422	72,606
<b>Cash assets at the end of the reporting period .....</b>	<b>134,131</b>	<b>69,070</b>	<b>125,542</b>	<b>72,502</b>	<b>66,422</b>	<b>72,606</b>	<b>81,849</b>

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

(d) The decrease in the 2020-21 Estimated Actual (\$51 million) largely reflects delays across a number of infrastructure projects, including the Armadale Courthouse and Police Complex and the refurbishment of police stations as part of the COVID-19 response.

(e) The decrease between the 2023-24 Forward Estimate and the 2024-25 Forward Estimate largely reflects that several infrastructure projects such as the Baldvis and Forrestfield police stations are expected to be completed in 2023-24.

**NET APPROPRIATION DETERMINATION (a)**

	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
<b>Regulatory Fees and Fines</b>							
Departmental .....	7,916	8,830	8,830	10,094	10,271	10,476	10,684
Licenses .....	10,231	9,572	9,572	13,607	14,745	15,753	15,963
<b>Grants and Subsidies</b>							
Commonwealth - Other .....	1,585	3,451	3,716	5,416	511	511	511
Departmental .....	1,675	2,160	6,570	653	400	400	400
<b>Sale of Goods and Services</b>							
Departmental .....	1,904	2,560	2,153	2,608	2,656	2,706	2,706
<b>GST Receipts</b>							
GST Input Credits .....	40,523	27,523	44,523	47,211	47,211	47,211	47,211
GST Receipt on Sales .....	2,677	5,388	5,388	2,700	2,700	2,700	2,700
<b>Other Receipts</b>							
Commonwealth - Other .....	3,335	1,933	1,933	1,933	1,933	1,933	1,933
Departmental .....	24,823	22,657	21,492	33,477	27,037	28,218	28,628
<b>TOTAL .....</b>	<b>94,669</b>	<b>84,074</b>	<b>104,177</b>	<b>117,699</b>	<b>107,464</b>	<b>109,908</b>	<b>110,736</b>

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

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

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

## Division 28 Justice

### Part 7 Community Safety

#### Appropriations, Expenses and Cash Assets <sup>(a)</sup>

	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
<b>DELIVERY OF SERVICES</b>							
Item 62 Net amount appropriated to deliver services .....	1,246,584	1,274,009	1,331,827	1,355,704	1,278,398	1,303,364	1,314,384
<b>Amount Authorised by Other Statutes <sup>(b)</sup></b>							
- Children's Court of Western Australia Act 1988 .....	431	405	430	406	407	408	413
- Criminal Injuries Compensation Act 2003 ...	45,891	31,817	68,548	31,817	31,817	31,817	31,817
- District Court of Western Australia Act 1969 .....	13,465	13,531	13,858	14,580	15,638	16,889	18,191
- Judges' Salaries and Pensions Act 1950 .....	11,484	10,836	10,909	11,962	12,696	13,613	14,598
- State Administrative Tribunal Act 2004 .....	5,244	5,878	5,313	6,168	6,689	7,211	7,727
- Salaries and Allowances Act 1975 .....	31,203	30,920	32,077	33,480	35,821	38,435	41,204
Total appropriations provided to deliver services .....	1,354,302	1,367,396	1,462,962	1,454,118	1,381,466	1,411,737	1,428,334
<b>CAPITAL</b>							
Item 130 Capital Appropriation .....	49,498	68,385	79,997	95,171	87,301	80,043	42,978
<b>TOTAL APPROPRIATIONS .....</b>	<b>1,403,800</b>	<b>1,435,781</b>	<b>1,542,959</b>	<b>1,549,289</b>	<b>1,468,767</b>	<b>1,491,780</b>	<b>1,471,312</b>
<b>EXPENSES</b>							
Total Cost of Services .....	1,579,732	1,648,186	1,745,313	1,728,457	1,656,391	1,693,777	1,705,809
Net Cost of Services <sup>(c) (d)</sup> .....	1,315,315	1,420,805	1,525,655	1,499,505	1,423,934	1,455,430	1,463,110
<b>CASH ASSETS <sup>(e)</sup> .....</b>	<b>40,023</b>	<b>16,911</b>	<b>43,032</b>	<b>30,235</b>	<b>31,546</b>	<b>29,182</b>	<b>29,518</b>

- (a) The 2019-20 Actual, 2020-21 Budget and 2020-21 Estimated Actual have been recast, for comparability purposes, to account for Machinery of Government changes that took effect from 1 December 2020 (transfer of the Equal Opportunity Commission (EOC)) and to reflect the establishment of the State Solicitor's Office as an independent sub-department effective from 1 October 2021.
- (b) Excludes appropriation provided to the Department prior to the establishment of the State Solicitor's Office as an independent sub-department.
- (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
<b>Election Commitments</b>					
Broome Aboriginal-led Family Violence Court .....	-	276	836	841	847
Bunbury Regional Prison Alcohol and Other Drug Services .....	-	-	103	2,864	2,973
Expansion of Restraining Orders Conferencing Pilot .....	-	396	1,368	1,377	1,388
Family and Domestic Violence Forensic Services .....	-	500	1,000	1,000	2,000
Family and Domestic Violence Program for Women in Prison .....	-	500	500	500	500
Legal Aid - Expansion of Restraining Orders Conferencing Pilot .....	-	-	812	815	823
Olabud Doogethu Halls Creek Justice Reinvestment Project .....	-	418	343	343	348
Western Desert Justice Program .....	-	498	500	502	-
<b>COVID-19 Response</b>					
Community Legal Services Demand .....	-	3,995	-	-	-
<b>New Initiatives</b>					
Bandyup Women's Prison Mental Health Facility .....	494	1,429	1,450	1,471	-
Central Pharmacy Expansion .....	-	-	-	160	160
Criminal Law (Mental Impairment) Bill 2021 .....	278	757	25	25	25
Criminal Trial Facilities Business Case .....	-	493	-	-	-
Prison Services Evaluation .....	-	4,863	1,873	1,300	-
Western Australian Office of Crime Statistics and Research Grants .....	-	300	300	300	300
<b>Ongoing Initiatives</b>					
Acacia Prison Contract .....	1,827	(1,660)	(1,080)	(752)	-
Justice Reform Program .....	-	(4,518)	(4,931)	(1,600)	(300)
Justice Services Expenditure .....	29,000	77,686	70,927	127,413	74,645
Kimberley Juvenile Justice Strategy .....	-	2,355	2,758	-	-
Legal Aid					
Mental Health Court Diversion and Support Program .....	-	251	255	259	263
Services Expenditure .....	862	2,855	3,427	4,905	7,163
Mental Health Court Diversion and Support Program .....	-	1,081	1,100	1,120	1,139
National Redress Scheme .....	15,909	-	-	-	-
Regional Youth Services Expenditure .....	-	-	5,634	5,705	5,777
<b>Other</b>					
Copyright Payments on Behalf of the State .....	1,038	-	-	-	-
Criminal Injuries Compensation .....	36,731	-	-	-	-
Legal Aid					
Non-Government Human Services Sector Indexation Adjustment .....	-	(34)	(71)	(98)	20
State Criminal Indictable Matters .....	1,484	-	-	-	-
State Expensive Criminal Cases .....	4,185	-	-	-	-
State Family Matters .....	1,118	-	-	-	-
Non-Government Human Services Sector Indexation Adjustment .....	-	(320)	(514)	(647)	(228)
RiskCover Premiums .....	-	36,666	-	-	-
Special Acts Expenditure .....	408	-	-	-	-

## Significant Issues Impacting the Agency

1. The Department continues to support the Government's legislative reform of the justice system with the passage and enactment of the *Criminal Law Amendment (Uncertain Dates) Act 2020* and urgent reform under the *Protection of Information (Entry Registration Information Relating to COVID-19 and Other Infectious Diseases) Act 2021*. Bills currently before Parliament include the Courts Legislation Amendment (Magistrates) Bill 2021, Statutes (Repeals and Minor Amendments) Bill 2021 and Animal Welfare and Trespass Legislation Amendment Bill 2021. In addition, the Department is also progressing a number of Bills for introduction or reintroduction, including the Criminal Law (Mental Impairment) Bill 2021, Criminal Law (Unlawful Consorting) Bill 2021, Evidence Bill 2021 and Criminal Appeals Amendment Bill 2021.
2. The Parliamentary Counsel's Office continues to provide drafting services in relation to the Government's legislative agenda, with additional resourcing allocated in the Budget to deliver on these priorities. A large number of significant drafting tasks giving effect to the Government's legislative and policy priorities across a diverse range of portfolios have been completed.

3. The Western Australian Office of Crime Statistics and Research (WACSAR) which was established in 2020 provides a cross-agency, evidence-based approach to criminal justice decision-making and policy development. WACSAR has commenced work to establish a non-statutory Advisory Board comprising representatives from the justice sector and university partners to provide strategic advice to WACSAR and support the administration of a new research grant fund.
4. The Department continues to prioritise its efforts to address the over-representation of Aboriginal people in the criminal justice system, with a focus on achieving Closing the Gap outcomes to reduce the incarceration rate of Aboriginal adults and youth. Key Department activities include work to establish an Aboriginal Justice Advisory Committee, delivery of the Department's Reconciliation Action Plan, continuation of the Kimberley Juvenile Justice Strategy and implementation of justice reform projects to reduce avoidable remand and increase sentencing flexibility.
5. As part of the Justice Reform Project, the Department, in partnership with Legal Aid Western Australia and the Aboriginal Legal Service Western Australia, has established a three year metropolitan pilot prison In-reach Legal Service and Bail Support Service. A regional Bail Support Service has also commenced in the Kimberley. These services assist the administration of justice by improving access to bail and improving community safety through the provision of practical support to assist offenders to comply with their bail conditions.
6. The Department is progressing the Kimberley Juvenile Justice Strategy through community-led initiatives including night patrols and place-based programs. In addition, a consultation process will be undertaken to co-design an on-country residential facility and a safe place facility targeted at young people who are living in Broome and are at-risk or involved in the justice system.
7. The Prison Services Evaluation (PSE) project continues to deliver reforms in publicly-run prisons that aim to improve prisoner outcomes, increase operational efficiency and improve safety and security. In support of these reforms, the Government has provided additional funding to replace savings measures introduced under the previous Government with more targeted initiatives identified under the PSE.
8. Preparation for a further 344-bed expansion at Casuarina Prison has commenced with a focus on providing accommodation and supporting infrastructure to manage male prisoners with complex needs including mental illness.
9. The opening of a dedicated mental health unit at Bandyup Women's Prison and the commencement of planning for the construction of a dedicated mental health unit at Casuarina Prison will strengthen the Department's efforts to enhance mental health services for prisoners.
10. Planning continues for the future replacement of Broome Regional Prison with a new larger facility to better meet future demand in the Kimberley region. Planning includes consultation with the Traditional Owners to identify a preferred site and development of a project definition plan.
11. The Department is building on improvements in security and stability at Banksia Hill Detention Centre with the care and rehabilitation of young people the top priority. A range of programs and services are delivered at Banksia Hill to address the health and emotional wellbeing of young persons, with the aim of reducing recidivism rates.
12. The Department continues to strengthen its efforts to break the cycle of alcohol and drug-related crime and support the Government's Methamphetamine Action Plan by delivering alcohol and other drug programs at two dedicated rehabilitation facilities at Wandoo Rehabilitation Prison for women and the Mallee Unit at Casuarina Prison.
13. The Commissioner for Victims of Crime continues to lead Western Australia's participation in the National Redress Scheme (the Scheme) for survivors of institutional child sexual abuse. The number of applications to the Scheme continues to increase and the team is responding to the recommendations of the two year review into the Scheme.
14. The Department will commence consultation and infrastructure development to expand the shuttle conferencing process for disputed Family Violence Restraining Orders following the introduction of the *Family Violence Legislation Reform Act 2020* to outer metropolitan and regional courts.

15. The Department will commence consultation and infrastructure development in order to establish an Aboriginal-led specialist Family Violence Court in Broome to improve family and domestic violence outcomes.
16. As part of the Justice Reform Project, the two year trial to electronically monitor high risk family and domestic violence offenders in the community aims to increase the safety for victims and the community. To support this trial, the Department continues to work closely with the relevant courts and the Western Australian Police Force to promote the uptake, target eligible offenders, provide effective and timely advice to judicial officers and offer appropriate support to victims.
17. The Department expects an increase in the number of court listings to continue in regional and metropolitan courts in Western Australia following the suspension of jury trials as a result of COVID-19 and the impacts from the Government's commitment to recruit additional police officers. This commitment extends to the flow-on impacts through the criminal court system and facilities with an allocation of additional operating resources to meet this increased demand. The Department is progressing the development of a two-phase business case addressing demand pressures in criminal jury courtrooms, located in the Perth CBD and metropolitan area.
18. The Department is experiencing an increase in the number of awards assessed under the *Criminal Injuries Compensation Act 2003* following a streamlining of end-to-end processes and the continuation of an additional assessor.
19. The ongoing increase in demand for the Office of the Public Advocate's statutory services has continued, with increasing numbers of referrals by the State Administrative Tribunal as a result of the ageing population and increasing numbers of people with intellectual disabilities or mental illness who require a guardian.
20. The Public Trustee has continued to experience increasing demand for its services, as well as an increase in the number of people referred by the State Administrative Tribunal to have their financial affairs managed.
21. Legal Aid Western Australia is working to further improve access to justice in regional and remote areas by using video technology to set up virtual offices in areas without Legal Aid Western Australia offices and by establishing Health Justice Partnerships with major hospitals and medical services to assist in connecting clients with wraparound services, including supporting those with mental health concerns and those experiencing family or domestic violence.
22. The economic impacts of COVID-19 associated with the ending of the various financial relief responses put in place by both the government and financial institutions, have increased demand for legal assistance in both family violence and civil law areas such as credit, debt and employment law.
23. As of 1 October 2021, the State Solicitor's Office (SSO) becomes a sub-department of the Department, implementing a recommendation of the Special Inquiry into Government Programs and Projects: Final Report and strengthening the independence of the SSO.

## 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
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	An efficient, accessible court and tribunal system.	1. Court and Tribunal Services
	Trustee, Guardianship and Administration services are accessible to all Western Australians.	2. Advocacy, Guardianship and Administration Services 3. Trustee Services 4. National Redress Scheme for Institutional Child Sexual Abuse
	Western Australian birth, death, marriage and change of name certificates are accurate and accessible.	5. Births, Deaths and Marriages
	Government receives quality and timely legislative drafting and publication services.	6. Services to Government
	The people of Western Australia have efficient and accessible avenues of redress under the relevant legislation.	7. Equal Opportunity Commission Services
	Equitable access to legal services and information.	8. Legal Aid Assistance
	A safe, secure and decent corrective services which contributes to community safety and reduces offenders' involvement in the justice system.	9. Adult Corrective Services 10. Youth Justice Services

### 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. Court and Tribunal Services .....	400,126	388,218	421,478	399,410	408,990	421,345	431,976
2. Advocacy, Guardianship and Administration Services .....	8,964	9,057	10,091	12,178	12,203	13,446	14,603
3. Trustee Services.....	25,734	26,340	26,289	26,553	24,000	24,118	24,044
4. National Redress Scheme for Institutional Child Sexual Abuse .....	9,356	26,350	42,010	25,138	22,328	20,351	12,055
5. Births, Deaths and Marriages .....	7,580	9,168	7,069	9,009	8,996	9,442	9,424
6. Services to Government .....	19,147	24,473	21,168	27,030	27,673	28,243	24,582
7. Equal Opportunity Commission Services....	4,063	3,610	3,327	3,266	3,315	3,322	3,324
8. Legal Aid Assistance .....	53,381	105,026	117,587	116,864	116,786	120,581	120,480
9. Adult Corrective Services .....	955,590	958,823	997,013	1,006,128	930,217	949,515	959,782
10. Youth Justice Services .....	95,791	97,121	99,281	102,881	101,883	103,414	105,539
<b>Total Cost of Services.....</b>	<b>1,579,732</b>	<b>1,648,186</b>	<b>1,745,313</b>	<b>1,728,457</b>	<b>1,656,391</b>	<b>1,693,777</b>	<b>1,705,809</b>



## Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
<b>Outcome: An efficient, accessible court and tribunal system:</b>					
Supreme Court - Criminal - time to trial .....	45 weeks	28 weeks	53 weeks	39 weeks	1
Supreme Court - Civil - time to finalise non-trial matters .....	24 weeks	19 weeks	25 weeks	19 weeks	2
District Court - Criminal - time to trial .....	45 weeks	32 weeks	54 weeks	32 weeks	3
State Administrative Tribunal - time to finalise .....	15 weeks	15 weeks	16 weeks	15 weeks	
Family Court of Western Australia - time to finalise non-trial matters .....	48 weeks	27 weeks	48 weeks	27 weeks	4
Magistrates Court - Criminal and Civil - time to trial .....	23 weeks	19 weeks	24 weeks	19 weeks	5
Coroner's Court - time to trial .....	86 weeks	128 weeks	140 weeks	128 weeks	
Fines Enforcement Registry - percentage of fines satisfied within 12 months:					
Fines and costs .....	32%	35%	32%	35%	
Infringements .....	51%	57%	50%	57%	6
<b>Outcome: Trustee, guardianship and administration services are accessible to all Western Australians:</b>					
Percentage of guardians of last resort allocated in one day .....	96%	95%	78%	95%	7
Percentage of Western Australian deceased estates administered by the Public Trustee .....	4.8%	4.0%	4.3%	4.0%	
Percentage of clients who have services provided by the Public Trustee under an operating subsidy .....	63%	60%	64%	60%	
Percentage of requests for information under the National Redress Scheme responded to within eight weeks .....	97%	50%	87%	90%	8
<b>Outcome: Western Australian birth, death, marriage and change of name certificates are accurate and accessible:</b>					
Percentage of certified certificates issued within two days .....	n/a	90%	87%	90%	
Extent to which registration source information is recorded error-free .....	n/a	97%	96%	97%	
<b>Outcome: Government receives quality and timely legislative drafting and publication services:</b>					
Extent to which legislation is drafted in a timely manner to effect the Government's legislative program .....	100%	95%	100%	95%	
Extent to which legislation is published in a timely manner .....	100%	98%	100%	98%	
<b>Outcome: The people of Western Australia have efficient and accessible avenues of redress under the relevant legislation:</b>					
Percentage of complaints finalised within 12 months <sup>(b)</sup> .....	96%	95%	91%	95%	
<b>Outcome: Equitable access to legal services and information:</b>					
Percentage of eligible applicants who receive a grant of legal aid .....	89%	85%	89%	86%	
Percentage of people who are provided with a duty lawyer service .....	20%	20%	20%	20%	
Percentage of people receiving an outcome from Infoline services .....	68%	69%	75%	77%	
<b>Outcome: A safe, secure and decent corrective services which contributes to community safety and reduces offenders' involvement in the justice system:</b>					
Adult:					
Number of escapes .....	5	nil	5	nil	9
Rate of return - offender programs .....	37.1%	39%	41.3%	39%	
Average out of cell hours .....	11.27	12	10.61	12	10
Rate of serious assault per 100 prisoners .....	1.31	<0.48	1.29	<0.48	11
Successful completion of community correction orders .....	64.9%	64%	69.3%	64%	
Youth:					
Number of escapes .....	nil	nil	nil	nil	
Rate of return to detention .....	53.4%	50%	44.3%	50%	12
Successful completion of community-based orders .....	58.6%	68%	63%	68%	

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

(b) The EOC transitioned from a standalone agency to be a part of the Department during 2020-21. The actual result for the previous financial year was reported in the EOC Annual Report. The estimated actual result for the current financial year is based on key performance indicator data for the full 2020-21 period, including the July to November 2020 period, prior to the transition, and December 2020 to June 2021 following the transition to the Department.

## Explanation of Significant Movements

(Notes)

1. The 2020-21 Estimated Actual is higher than the 2020-21 Budget and 2021-22 Budget Target due to the Supreme Court primarily hearing homicide and related offences since January 2019, which are complex in nature and require lengthy trials.
2. The 2020-21 Estimated Actual is higher than the 2020-21 Budget and 2021-22 Budget Target due to a larger proportion of possession of property actions finalised administratively and by discontinuance. Further impacting the result was the moratorium on mortgage enforcement proceedings during the COVID-19 pandemic.
3. The 2020-21 Estimated Actual is higher than the 2020-21 Budget and 2021-22 Budget Target due to an increase in the criminal workload and the continuing impact of the suspension of jury trials from 16 March 2020 until 20 July 2020 due to COVID-19 restrictions. Further affecting the result was the increased complexity of cases, including multi-accused trials.
4. The 2020-21 Estimated Actual is higher than the 2020-21 Budget and 2021-22 Budget Target due to the long-term growth in the complexity and volume of final order parenting applications lodged, and the growth in the finalisation of these applications by court order or direction. Further impacting the Court's capacity to hear non-trial matters is the allocation of trial workload to magistrates to help address the delay to trial.
5. The 2020-21 Estimated Actual is higher than the 2020-21 Budget and 2021-22 Budget Target due to the sustained high proportion of matters proceeding to trial and an increase in the number of multi-day trials heard reflecting the greater complexity of matters before the Court. Further impacting the result was COVID-19 lockdowns where trials have been delayed as well as counsel and witnesses being unable to travel from interstate due to border closures.
6. The 2020-21 Estimated Actual is lower than the 2020-21 Budget and 2021-22 Budget Target due to the increasing average debt load per case, resulting in the reduction of clients' financial ability to finalise infringements within 12 months. The increasing percentage of infringements being included in formal payment arrangements has further impacted the result.
7. The 2020-21 Estimated Actual is lower than the 2020-21 Budget and 2021-22 Budget Target due to the ongoing and increasing demand for services of the Public Advocate which has resulted in higher overall workloads.
8. The 2020-21 Estimated Actual is higher than the 2020-21 Budget. A target of 50% was conservatively set based on an estimate of a large number of applications being received early in the operation of the National Redress Scheme. The number of applications received has not been as high as anticipated and agencies, through the coordination of the Redress Coordination Unit, have generally been able to respond to requests for information within the prescribed timeframes. The target has been revised and increased to 90% for 2021-22 to reflect efficiencies in processing applications and information and communications technology enhancements.
9. The 2020-21 Estimated Actual is higher than the 2020-21 Budget by five escapes. Each escape is investigated by the Department to identify factors that preceded or contributed to the escape so that the risk of further escapes can be minimised.
10. The 2020-21 Estimated Actual is lower than the 2020-21 Budget due to enhancements in the recording of regular unlock and lockup times at adult prison facilities.
11. The 2020-21 Estimated Actual exceeds the 2020-21 Budget. Managing a prisoner cohort is complex and assaults may be attributed to several factors. The rate of serious assault is highly variable due to the small number of incidents.
12. The 2020-21 Estimated Actual is lower than the 2020-21 Budget and the 2021-22 Budget Target. This reflects a decrease in the number of young people returning to detention relative to the number of young people exiting detention. This decrease is consistent with a general decline in the number of young people in contact with the criminal justice system.

## Services and Key Efficiency Indicators

### 1. Court and Tribunal Services

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	400,126	388,218	421,478	399,410	
Less Income <sup>(a)</sup> .....	100,646	109,035	105,156	113,603	
Net Cost of Service .....	299,480	279,183	316,322	285,807	
<b>Employees (Full-Time Equivalents) <sup>(b)</sup> .....</b>	<b>1,226</b>	<b>1,247</b>	<b>1,247</b>	<b>1,260</b>	
<b>Efficiency Indicators <sup>(c)</sup></b>					
Supreme Court - Criminal - cost per case .....	\$184,259	\$263,354	\$194,179	\$232,841	1
Supreme Court - Civil - cost per case .....	\$12,613	\$18,893	\$14,859	\$16,169	2
Court of Appeal - cost per case .....	\$22,656	\$21,316	\$23,470	\$25,741	3
District Court - Criminal - cost per case .....	\$18,171	\$18,270	\$23,014	\$23,197	4
District Court - Civil - cost per case .....	\$4,257	\$4,131	\$2,584	\$2,681	5
State Administrative Tribunal - cost per case .....	\$4,257	\$3,995	\$3,747	\$3,717	
Family Court - cost per case .....	\$2,013	\$1,999	\$1,951	\$2,023	
Magistrates Court - Criminal - cost per case .....	\$808	\$735	\$950	\$853	6
Magistrates Court - Civil - cost per case .....	\$660	\$632	\$846	\$712	7
Coroner's Court - cost per case .....	\$5,809	\$5,840	\$7,001	\$6,364	8
Children's Court - Criminal - cost per case .....	\$662	\$574	\$1,035	\$644	9
Children's Court - Civil - cost per case .....	\$1,861	\$1,531	\$1,832	\$1,678	10
Fines Enforcement Registry - cost per enforcement .....	\$36	\$43	\$44	\$39	11

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

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

### Explanation of Significant Movements

(Notes)

1. The 2020-21 Estimated Actual is lower than the 2020-21 Budget due to an increase in finalisations and reduction in costs following a review into the apportionments under the Outcome Based Management framework to reflect the implementation of the *Court Jurisdiction Legislation Amendment Act 2018*. The 2020-21 Estimated Actual is lower than the 2021-22 Budget Target due to the higher number of finalisations in 2020-21.
2. The 2020-21 Estimated Actual is lower than the 2020-21 Budget primarily due to a reduction in costs following a review into the apportionments under the Outcome Based Management framework.
3. The 2020-21 Estimated Actual is higher than the 2020-21 Budget due to a decrease in civil and criminal appeal finalisations.
4. The 2020-21 Estimated Actual is higher than the 2020-21 Budget due to a change in cost allocations between the Criminal and Civil Divisions of the District Court following a review into the apportionments under the Outcome Based Management framework.
5. The 2020-21 Estimated Actual is lower than the 2020-21 Budget due to a change in cost allocations between the Criminal and Civil Divisions of the District Court following a review into the apportionments under the Outcome Based Management framework.

6. The 2020-21 Estimated Actual is higher than the 2020-21 Budget and 2021-22 Budget Target primarily due to less finalisations resulting from a reduction in criminal lodgments, in part as a result of COVID-19 restrictions.
7. The 2020-21 Estimated Actual is higher than the 2020-21 Budget and 2021-22 Budget Target due to a significant reduction in Residential Tenancy lodgments as a result of the *Residential Tenancies (COVID-19 Response) Act 2020*, requiring mandatory conciliation for residential tenancy disputes.
8. The 2020-21 Estimated Actual is higher than the 2020-21 Budget and the 2021-22 Budget Target due to higher costs in forensic pathology services and an increase in body removals.
9. The 2020-21 Estimated Actual is higher than the 2020-21 Budget and 2021-22 Budget Target primarily due to increased Accused Costs. Further impacting the result are less finalisations as criminal lodgments declined in theft, burglary, illicit drug and public order offences, and property offences in part as a result of COVID-19 restrictions.
10. The 2020-21 Estimated Actual is higher than the 2020-21 Budget due to higher costs as a result of the Protection and Care Pilot Court.
11. The 2021-22 Budget Target is lower than the 2020-21 Estimated Actual due to an expected increase in lodgments, previously impacted by COVID-19 restrictions, by Western Australia Police Force and other prosecuting authorities.

## 2. Advocacy, Guardianship and Administration Services

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

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000 8,964	\$'000 9,057	\$'000 10,091	\$'000 12,178	
Less Income <sup>(a)</sup> .....	12	48	7	50	
Net Cost of Service .....	8,952	9,009	10,084	12,128	
Employees (Full-Time Equivalents) .....	63	66	66	89	
<b>Efficiency Indicators</b>					
Average cost of providing advocacy and guardianship services .....	\$1,560	\$1,387	\$1,573	\$1,695	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 2020-21 Estimated Actual is higher than the 2020-21 Budget due to an increase in staff and associated costs during the year in response to the continuing demand for the services of the Office of the Public Advocate.

### 3. Trustee Services

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	25,734	26,340	26,289	26,553	
Less Income .....	25,175	25,824	25,826	26,373	
Net Cost of Service .....	559	516	463	180	
<b>Employees (Full-Time Equivalents) .....</b>	<b>182</b>	<b>186</b>	<b>186</b>	<b>185</b>	
<b>Efficiency Indicators</b>					
Average cost per deceased estate administered.....	\$2,372	\$2,369	\$2,116	\$2,246	1
Average cost per trust managed .....	\$1,995	\$1,971	\$2,080	\$2,042	
Average cost per will prepared.....	\$829	\$676	\$674	\$559	2

#### Explanation of Significant Movements

(Notes)

1. The 2020-21 Estimated Actual is lower than the 2020-21 Budget mainly due to a reduction of overall cost as a result of the review and reallocation of costs between the divisions within the Public Trustee Office.
2. The 2020-21 Estimated Actual is higher than the 2021-22 Budget Target due to a reduction of overall budget cost as a result of the review and reallocation of costs between the divisions within the Public Trustee Office.

### 4. National Redress Scheme for Institutional Child Sexual Abuse

The National Redress Scheme for Institutional Child Sexual Abuse (the Scheme) provides redress to survivors of institutional child sexual abuse. The Scheme:

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

This service relates to the administration of Western Australia's participation in the Scheme through the Redress Coordination Unit. The Redress Unit is responsible for the coordination of Requests for Information between the Commonwealth Redress Scheme Operator and the responsible government agencies and local governments, the facilitation of direct personal responses for all State and local government agencies, and Western Australia's Scheme payments to the Commonwealth.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	9,356	26,350	42,010	25,138	
Less Income .....	nil	nil	nil	2	
Net Cost of Service .....	9,356	26,350	42,010	25,136	
<b>Employees (Full-Time Equivalents) .....</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>10</b>	
<b>Efficiency Indicators</b>					
Average cost per claim .....	\$67,795	\$91,493	\$55,790	\$57,657	1

**Explanation of Significant Movements**

(Notes)

1. The 2020-21 Estimated Actual is lower than the 2020-21 Budget as the average payment for finalised claims was lower than expected due to Independent Decision Makers acting for the Commonwealth Scheme making lower payment determinations per application than expected and a higher than expected number of claims with prior payments.

**5. Births, Deaths and Marriages**

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000 7,580	\$'000 9,168	\$'000 7,069	\$'000 9,009	
Less Income .....	7,322	7,872	7,454	7,670	
Net Cost of Service .....	258	1,296	(385)	1,339	
Employees (Full-Time Equivalents) .....	47	50	50	54	
<b>Efficiency Indicators</b>					
Average cost of registration services .....	\$1.78	\$2.12	\$1.61	\$2.02	1

**Explanation of Significant Movements**

(Notes)

1. The 2020-21 Estimated Actual is lower than the 2020-21 Budget and the 2021-22 Budget Target mainly due to a reduction in building rental lease costs and delays in projects associated with the Western Australian Registration System.

**6. Services to Government <sup>(a)</sup>**

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000 19,147	\$'000 24,473	\$'000 21,168	\$'000 27,030	1
Less Income <sup>(b)</sup> .....	2,133	1,742	853	382	
Net Cost of Service .....	17,014	22,731	20,315	26,648	
Employees (Full-Time Equivalents) .....	104	104	96	108	1

- (a) In June 2021, Cabinet approved the establishment of the SSO as an independent sub-department of the Department under section 56 of the *Financial Management Act 2006*, effective from 1 October 2021. This change of status includes approval for the SSO to be a separate division within the estimates under section 56(1)(c)(i). The key efficiency indicator previously included under Services to Government will be reported within the SSO division of the estimates. An Outcome Based Management review process will occur during 2021-22 to develop a replacement key efficiency indicator for Services to Government.
- (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)

1. The 2020-21 Estimated Actual is lower than the 2020-21 Budget and the 2021-22 Budget Target mainly due to timing delays.

## 7. Equal Opportunity Commission Services

The EOC provides an avenue of redress for unlawful discrimination through investigating and endeavouring to conciliate complaints that fall within the jurisdiction of the *Equal Opportunity Act 1984* (the Act) and other legislation administered by the Commissioner for Equal Opportunity, and performs the general functions set out in section 80 of the Act.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000 4,063	\$'000 3,610	\$'000 3,327	\$'000 3,266	
Less Income .....	115	110	76	141	
Net Cost of Service .....	3,948	3,500	3,251	3,125	
Employees (Full-Time Equivalents) .....	21	20	20	20	
<b>Efficiency Indicators</b>					
Average cost per complaint handled <sup>(a)</sup> .....	\$2,760	\$2,500	\$1,689	\$2,336	1

- (a) The EOC transitioned from a standalone agency to be a part of the Department effective from 1 December 2020. The actual result for the previous financial year was reported in the EOC Annual Report. The estimated actual result for the current financial year is based on key performance indicator data for the full 2020-21 period, including the July to November 2020 period, prior to the transition, and December 2020 to June 2021 following the transition to the Department.

## Explanation of Significant Movements

(Notes)

1. The 2020-21 Estimated Actual is lower than the 2020-21 Budget due to a higher overall number of complaints handled, resulting from a higher number of complaints received in the period and a higher number of complex complaints carried over from the previous financial year. In addition, there was a reduction in complaint handling expenses due to lower rent and other overheads. The 2021-22 Budget Target is higher than the 2020-21 Estimated Actual because it is expected there will be fewer complaints relative to 2020-21.

## 8. Legal Aid Assistance

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	53,381	105,026	117,587	116,864	
Less Income .....	3,155	54,453	54,456	51,119	
Net Cost of Service .....	50,226	50,573	63,131	65,745	
<b>Employees (Full-Time Equivalents) .....</b>	<b>312</b>	<b>348</b>	<b>329</b>	<b>404</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Average cost per legal representation .....	\$4,178	\$4,030	\$4,116	\$3,632	2
Average cost per legal information service .....	\$73	\$76	\$78	\$56	3
Average cost per legal advice .....	\$289	\$285	\$332	\$314	4
Average cost per application for a grant of legal aid processed .....	\$374	\$405	\$426	\$426	

### Explanation of Significant Movements

(Notes)

1. The 2021-22 Budget Target is higher than the 2020-21 Estimated Actual mainly due to additional resources provided for the flow-on impacts of Government's commitment to recruiting additional police officers, Elders Rights legal services and legal assistance to clients affected by COVID-19.
2. The 2021-22 Budget Target is lower than the 2020-21 Estimated Actual mainly due to the exclusion of grants for some indictable matters funded by supplementary funding in 2020-21 which have a higher average cost. The other contributing factor is the inclusion of additional State family grants, for which the average cost is lower than the overall 2020-21 average.
3. The 2021-22 Budget Target is lower than the 2020-21 Estimated Actual due to the inclusion of referral service counts for the first time following a system enhancement. In previous key performance indicator reports, only the cost of referral services was included, but not the service counts. The 2020-21 Estimated Actual average cost per legal information services is \$58 per service if the number of referral services are included in the service counts.
4. The 2020-21 Estimated Actual is higher than the 2020-21 Budget mainly due to increased costs of duty lawyer services and the legal advice costs. The increase in Average cost per legal advice is explained by the impact of COVID-19 restrictions and general increase in the number of overall charges each client presents with, which requires longer appointments. Also, with the commencement of the Reducing Avoidable Remand project in January 2020, additional duty lawyer appearances and legal advice appointments have occurred that can be both complex and time-consuming. Legal Aid Western Australia expects the number of court appearances to return to the pre-COVID-19 level and therefore reflected a reduced 2021-22 Budget Target.



## 9. Adult Corrective Services

An adult offender system that:

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	955,590	958,823	997,013	1,006,127	
Less Income .....	100,118	27,734	25,122	28,612	
Net Cost of Service .....	855,472	931,089	971,891	977,515	
<b>Employees (Full-Time Equivalents) .....</b>	<b>4,619</b>	<b>4,760</b>	<b>4,760</b>	<b>4,825</b>	
<b>Efficiency Indicators</b>					
Cost per day of keeping an offender in custody .....	\$323	\$312	\$354	\$335	1
Cost per day of managing an offender through community supervision .....	\$35	\$36	\$36	\$39	

### Explanation of Significant Movements

(Notes)

1. The 2020-21 Estimated Actual is higher than the 2020-21 Budget due to a reduced average daily number of offenders managed in custody, compared to the budgeted number of adult offenders managed. The higher average cost relates to reduced economies of scale as a result of the lower average daily number of offenders managed in custody.

## 10. Youth Justice Services

An accessible and equitable juvenile offender system which:

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000 95,791	\$'000 97,121	\$'000 99,281	\$'000 102,881	
Less Income <sup>(a)</sup> .....	25,741	563	708	1,000	
Net Cost of Service .....	70,050	96,558	98,573	101,881	
Employees (Full-Time Equivalents) .....	631	645	645	662	
<b>Efficiency Indicators</b>					
Cost per day of keeping a young person in detention .....	\$1,339	\$1,366	\$1,387	\$1,411	
Cost per day of managing a young person through community supervision .....	\$93	\$102	\$133	\$142	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 2020-21 Estimated Actual is higher than the 2020-21 Budget due to a reduced average daily number of young people managed through community supervision compared to the budgeted number of young people. The higher average cost relates to reduced economies of scale as a result of the lower average daily number of young people managed through community supervision. Additionally, the 2021-22 Budget Target is higher than the 2020-21 Budget due to a lower forecast average daily number of young people managed through community supervision in 2021-22.

## Asset Investment Program

1. To support the delivery of the Department's services, a total of \$94.6 million is budgeted to be spent on asset investment in 2021-22, which includes the following:
  - 1.1. \$55.2 million to construct and expand support buildings at Casuarina Prison Stage 2 for additional accommodation and will facilitate a further 344 beds;
  - 1.2. \$6.3 million to provide increased security and separation for the existing female precinct at Greenough Regional Prison;
  - 1.3. \$4.3 million for the asset replacements and upgrades at Acacia Prison according to the new contract;
  - 1.4. \$4.2 million to undertake building upgrades and replacements throughout the prison estate including a range of maintenance upgrades and mechanical, electrical and security obsolescence programs;
  - 1.5. \$3.5 million to provide building infrastructure and maintenance for adult custodial facilities;
  - 1.6. \$2.8 million to upgrade the security infrastructure and management systems at Casuarina Prison;
  - 1.7. \$1.8 million to provide a new case management system for the Family Court of Western Australia;
  - 1.8. \$1.7 million for the replacement of low value office equipment and minor fit-outs including the replacement of desktops and multifunctional devices;
  - 1.9. \$1.5 million for information and communications technology (ICT) upgrades;
  - 1.10. \$1.4 million for audiovisual facilities in court locations across metropolitan and regional areas;
  - 1.11. \$1.4 million to provide a specialist Family Violence Court in Broome to offer support to Aboriginal women who have experienced family violence;
  - 1.12. \$1.3 million for courts building infrastructure and maintenance state-wide including a range of minor repairs at metropolitan and regional courthouses; and
  - 1.13. \$1.1 million to undertake building and fit-out upgrades for Adult Community Corrections and Youth Justice Services office accommodation throughout various metropolitan and regional locations 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
<b>WORKS IN PROGRESS</b>							
Administrative							
Information Projects							
Corporate Information Management Systems.....	13,606	10,591	557	987	676	676	676
Digital Transformation Projects - Western Australian Registration System - Registry of Births, Deaths and Marriages .....	700	190	190	280	230	-	-
ICT Infrastructure Upgrade .....	32,973	27,824	1,522	1,465	1,228	1,228	1,228
Public Trustee - Management Accounting Trust Environment System Refresh.....	2,600	418	418	882	650	650	-
Physical Infrastructure							
Replacement Office and Other Equipment.....	15,390	8,494	2,407	1,724	1,724	1,724	1,724
Specialist Equipment .....	3,408	1,136	599	568	568	568	568
Community Corrections - Office Establishment and Refurbishment .....	6,515	2,909	564	1,104	834	834	834

	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
<b>Courts</b>							
Building Infrastructure and Maintenance .....	10,953	5,829	1,570	1,281	1,281	1,281	1,281
Court and Judicial Security .....	11,750	9,430	580	580	580	580	580
Court Audiovisual Maintenance and Enhancements .....	26,428	20,720	1,427	1,427	1,427	1,427	1,427
Integrated Case Management System Development for the Family Court of Western Australia .....	2,500	700	700	1,800	-	-	-
Supreme Court (Stirling Gardens) Building Upgrades ...	2,177	2,017	1,881	160	-	-	-
<b>Custodial</b>							
Adult Facilities .....	54,000	42,208	1,993	3,521	2,757	2,757	2,757
Building Upgrades and Replacement .....	91,173	76,774	3,186	4,157	3,414	3,414	3,414
Bunbury Regional Prison Expansion .....	25,404	25,176	2,287	228	-	-	-
Casuarina Prison Expansion - Stage 2 .....	182,989	25,019	24,484	55,156	50,377	47,412	5,025
Custodial - Ligature Minimisation Program .....	1,500	500	500	500	500	-	-
Election Commitment - Methamphetamine Action Plan Drug Testing .....	600	336	205	132	132	-	-
Greenough Regional Prison - Female Unit Upgrade .....	12,347	6,091	5,702	6,256	-	-	-
Prison Industries - Mobile Plant .....	6,478	3,531	1,318	853	698	698	698
Regional Prison Planning .....	1,400	572	449	828	-	-	-
Security System Upgrade .....	3,273	210	197	2,763	300	-	-
Youth Facilities .....	6,021	4,453	177	521	349	349	349
<b>COMPLETED WORKS</b>							
<b>COVID-19 Response</b>							
Custodial - Bandyup Women's Prison - Subacute Mental Health Service .....	2,400	2,400	2,400	-	-	-	-
<b>Other Completed Works</b>							
<b>Courts</b>							
Fines Enforcement Reform .....	1,000	1,000	1,000	-	-	-	-
State Administrative Tribunal - Case Management System Upgrade .....	1,500	1,500	1,089	-	-	-	-
<b>Custodial</b>							
Alcohol and Other Drugs Rehabilitation Unit .....	93	93	93	-	-	-	-
Casuarina Prison Expansion - Stage 1 .....	99,160	99,160	4,494	-	-	-	-
Custodial Infrastructure Program - Administered Equity .....	138,818	138,818	713	-	-	-	-
Wandoo Facility Infrastructure .....	9,584	9,584	455	-	-	-	-
<b>NEW WORKS</b>							
<b>Election Commitments</b>							
Broome Aboriginal-Led Specialist Family Violence Court .....	2,808	-	-	1,404	1,404	-	-
Bunbury Prison Alcohol and Other Drug Unit .....	3,386	-	-	-	2,370	1,016	-
Expansion of Restraining Orders Conferencing Pilot .....	1,000	-	-	500	500	-	-
<b>Other New Works</b>							
Administrative - High Risk Offenders Board .....	542	-	-	542	-	-	-
Courts - Criminal Law (Mental Impairment) Bill 2021 ICT Project .....	125	-	-	125	-	-	-
<b>Custodial</b>							
Acacia Prison Procurement Process .....	4,303	-	-	4,303	-	-	-
Central Pharmacy Expansion .....	1,598	-	-	598	1,000	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>780,502</b>	<b>527,683</b>	<b>63,157</b>	<b>94,645</b>	<b>72,999</b>	<b>64,614</b>	<b>20,561</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			40,129	65,576	56,288	47,431	8,936
Drawdowns from Royalties for Regions Fund .....			-	1,404	3,774	1,016	-
Drawdowns from the Holding Account .....			11,625	11,625	11,625	11,625	11,625
Funding Included in Department of Treasury Administered Item .....			713	-	-	-	-
Internal Funds and Balances .....			10,690	16,040	1,312	4,542	-
<b>Total Funding .....</b>			<b>63,157</b>	<b>94,645</b>	<b>72,999</b>	<b>64,614</b>	<b>20,561</b>

## Financial Statements

1. The 2019-20 Actual, 2020-21 Budget and 2020-21 Estimated Actual have been recast, for comparability purposes, to account for Machinery of Government changes that took effect from 1 December 2020 (EOC) and to reflect the establishment of the SSO as an independent sub-department effective from 1 October 2021.

### Income Statement

#### *Expenses*

2. The increase in Total Cost of Services between the 2020-21 Budget and the 2020-21 Estimated Actual (\$97.1 million or 6%) is mainly due to \$62 million of higher than expected Grants and subsidies, primarily Criminal Injuries Compensation and National Redress payments, and \$29 million of supplementary funding for employee expenses to ensure the sustainability of Corrective Services in 2020-21. Between the 2019-20 Actual and 2020-21 Estimated Actual employee expenses have increased by \$5 million.

#### *Income*

3. The decrease in Total Income between the 2020-21 Budget and the 2020-21 Estimated Actual (\$7.7 million or 3%) is mainly due to reduced court and Registry of Births, Deaths and Marriages fees as a result of impacts associated with the COVID-19 pandemic. The increase in Total Income between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate (\$9.3 million or 4%) reflects an expected return to normal demand for service delivery.

**INCOME STATEMENT <sup>(a)</sup>**  
**(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
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	801,015	775,726	805,955	831,700	782,463	835,527	842,214
Grants and subsidies <sup>(c)</sup> .....	124,830	180,565	242,878	188,479	186,603	188,664	181,934
Supplies and services .....	345,313	363,177	366,601	369,428	383,968	381,309	384,551
Accommodation .....	95,718	95,651	96,626	96,276	97,060	97,862	98,505
Depreciation and amortisation .....	78,163	73,903	74,001	73,884	74,373	74,448	74,543
Finance and interest costs .....	37,184	34,710	34,131	32,987	31,722	29,458	29,857
Other expenses .....	97,509	124,454	125,121	135,703	100,202	86,509	94,205
<b>TOTAL COST OF SERVICES</b> .....	<b>1,579,732</b>	<b>1,648,186</b>	<b>1,745,313</b>	<b>1,728,457</b>	<b>1,656,391</b>	<b>1,693,777</b>	<b>1,705,809</b>
<b>Income</b>							
Sale of goods and services .....	31,542	32,925	34,062	36,278	37,324	38,132	38,797
Regulatory fees and fines .....	78,351	91,146	79,146	93,712	96,425	99,384	102,434
Grants and subsidies .....	18,026	69,525	71,995	66,969	66,128	66,979	67,665
Other revenue .....	131,803	29,135	29,805	27,343	27,930	29,202	29,153
Resources received free of charge Commonwealth .....	4,695	4,650	4,650	4,650	4,650	4,650	4,650
<b>Total Income</b> .....	<b>264,417</b>	<b>227,381</b>	<b>219,658</b>	<b>228,952</b>	<b>232,457</b>	<b>238,347</b>	<b>242,699</b>
<b>NET COST OF SERVICES <sup>(d)</sup></b> .....	<b>1,315,315</b>	<b>1,420,805</b>	<b>1,525,655</b>	<b>1,499,505</b>	<b>1,423,934</b>	<b>1,455,430</b>	<b>1,463,110</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	1,354,302	1,367,396	1,462,962	1,454,118	1,381,466	1,411,737	1,428,334
Resources received free of charge .....	4,310	3,867	3,867	3,867	3,867	3,867	3,867
Royalties for Regions Fund:							
Regional Community Services Fund .....	9,416	9,785	9,785	11,033	11,224	13,620	13,194
Other appropriations .....	-	6,375	-	-	-	-	-
Other revenues .....	15,023	32,880	48,789	31,615	28,746	26,725	18,234
<b>TOTAL INCOME FROM STATE GOVERNMENT</b> .....	<b>1,383,051</b>	<b>1,420,303</b>	<b>1,525,403</b>	<b>1,500,633</b>	<b>1,425,303</b>	<b>1,455,949</b>	<b>1,463,629</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>67,736</b>	<b>(502)</b>	<b>(252)</b>	<b>1,128</b>	<b>1,369</b>	<b>519</b>	<b>519</b>

(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 7,213, 7,407 and 7,617 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
Accused Costs Payments .....	4,636	1,379	1,379	1,379	1,379	1,379	1,379
Criminal Injuries Compensation Payments .....	43,814	31,817	68,548	31,817	31,817	31,817	31,817
Legal Aid Assistance Grant .....	53,446	104,486	114,443	111,949	112,408	116,403	118,809
National Redress Scheme .....	8,354	24,981	40,890	23,752	21,499	19,476	10,985
Other Grants, Subsidies and Transfer Payments .....	2,304	4,535	4,251	6,246	5,680	6,148	4,268
Prisoner Gratuity Payments .....	12,276	13,367	13,367	13,336	13,820	13,441	14,676
<b>TOTAL</b> .....	<b>124,830</b>	<b>180,565</b>	<b>242,878</b>	<b>188,479</b>	<b>186,603</b>	<b>188,664</b>	<b>181,934</b>

**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
<b>CURRENT ASSETS</b>							
Cash assets.....	25,368	3,401	29,565	17,171	18,657	16,476	16,995
Restricted cash.....	4,767	2,989	3,217	2,989	2,989	2,989	2,989
Holding account receivables.....	11,625	11,625	12,315	11,625	11,625	11,625	11,625
Receivables.....	17,775	17,775	17,861	17,861	17,861	17,861	17,861
Other.....	10,488	10,488	10,522	10,522	10,522	10,522	10,522
Total current assets.....	70,023	46,278	73,480	60,168	61,654	59,473	59,992
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	509,087	571,616	571,086	633,345	696,093	758,916	821,834
Property, plant and equipment.....	2,378,771	2,408,502	2,381,977	2,418,696	2,430,866	2,436,459	2,395,662
Intangibles.....	7,645	7,278	7,318	6,557	6,197	5,990	5,751
Restricted cash.....	9,888	10,521	10,250	10,075	9,900	9,717	9,534
Total non-current assets.....	2,905,391	2,997,917	2,970,631	3,068,673	3,143,056	3,211,082	3,232,781
<b>TOTAL ASSETS</b> .....	<b>2,975,414</b>	<b>3,044,195</b>	<b>3,044,111</b>	<b>3,128,841</b>	<b>3,204,710</b>	<b>3,270,555</b>	<b>3,292,773</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	156,440	157,065	157,063	156,814	157,256	157,698	157,515
Payables.....	89,252	90,890	90,786	92,424	93,236	94,453	94,453
Borrowings and leases.....	25,582	26,747	26,269	28,732	29,058	31,812	30,690
Other.....	266	266	266	266	266	266	266
Total current liabilities.....	271,540	274,968	274,384	278,236	279,816	284,229	282,924
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	32,604	32,604	32,834	32,834	32,834	32,834	32,834
Borrowings and leases.....	395,189	391,946	380,354	363,529	345,374	325,228	305,254
Total non-current liabilities.....	427,793	424,550	413,188	396,363	378,208	358,062	338,088
<b>TOTAL LIABILITIES</b> .....	<b>699,333</b>	<b>699,518</b>	<b>687,572</b>	<b>674,599</b>	<b>658,024</b>	<b>642,291</b>	<b>621,012</b>
<b>EQUITY</b>							
Contributed equity.....	2,338,910	2,408,008	2,419,363	2,515,938	2,607,013	2,688,072	2,731,050
Accumulated surplus/(deficit).....	(70,624)	(71,126)	(70,619)	(69,491)	(68,122)	(67,603)	(67,084)
Reserves.....	7,795	7,795	7,795	7,795	7,795	7,795	7,795
Total equity.....	2,276,081	2,344,677	2,356,539	2,454,242	2,546,686	2,628,264	2,671,761
<b>TOTAL LIABILITIES AND EQUITY</b> .....	<b>2,975,414</b>	<b>3,044,195</b>	<b>3,044,111</b>	<b>3,128,841</b>	<b>3,204,710</b>	<b>3,270,555</b>	<b>3,292,773</b>

(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
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations.....	1,282,231	1,293,493	1,389,059	1,380,232	1,307,093	1,337,289	1,353,791
Capital appropriation .....	49,498	68,385	79,997	95,171	87,301	80,043	42,978
Administered equity contribution.....	72,258	713	713	-	-	-	-
Holding account drawdowns.....	11,658	11,625	11,625	12,315	11,625	11,625	11,625
Royalties for Regions Fund:							
Regional Community Services Fund .....	9,416	9,785	9,785	11,033	11,224	13,620	13,194
Regional Infrastructure and Headworks Fund .....	11,458	-	-	1,404	3,774	1,016	-
Other.....	15,023	32,880	48,789	31,615	28,746	26,725	18,234
Administered appropriations .....	-	6,375	-	-	-	-	-
<b>Net cash provided by State Government.....</b>	<b>1,451,542</b>	<b>1,423,256</b>	<b>1,539,968</b>	<b>1,531,770</b>	<b>1,449,763</b>	<b>1,470,318</b>	<b>1,439,822</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(775,456)	(775,136)	(805,548)	(831,982)	(782,056)	(835,120)	(842,431)
Grants and subsidies.....	(112,554)	(166,261)	(228,574)	(173,548)	(171,656)	(173,701)	(166,971)
Supplies and services .....	(375,832)	(362,622)	(366,184)	(368,874)	(383,415)	(378,809)	(382,051)
Accommodation .....	(91,023)	(91,001)	(91,976)	(91,626)	(92,410)	(91,334)	(91,977)
GST payments .....	(73,247)	(61,378)	(61,378)	(61,378)	(61,378)	(61,378)	(61,378)
Finance and interest costs.....	(37,184)	(32,050)	(31,471)	(31,189)	(30,926)	(29,458)	(29,857)
Other payments.....	(105,171)	(121,258)	(121,771)	(132,075)	(96,432)	(85,768)	(94,682)
<b>Receipts (c)</b>							
Regulatory fees and fines.....	79,389	91,146	79,146	93,712	96,425	99,384	102,434
Grants and subsidies.....	17,995	69,525	71,995	66,969	66,128	66,979	67,665
Sale of goods and services.....	31,608	32,323	33,374	35,661	36,691	37,483	38,148
GST receipts .....	71,772	61,378	61,378	61,378	61,378	61,378	61,378
Other receipts .....	14,700	15,433	16,103	13,030	13,616	14,888	14,839
<b>Net cash from operating activities .....</b>	<b>(1,355,003)</b>	<b>(1,339,901)</b>	<b>(1,444,906)</b>	<b>(1,419,922)</b>	<b>(1,344,035)</b>	<b>(1,375,456)</b>	<b>(1,384,883)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(105,536)	(77,681)	(63,157)	(94,645)	(72,999)	(64,614)	(20,561)
<b>Net cash from investing activities.....</b>	<b>(105,536)</b>	<b>(77,681)</b>	<b>(63,157)</b>	<b>(94,645)</b>	<b>(72,999)</b>	<b>(64,614)</b>	<b>(20,561)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(3,711)	(28,786)	(28,896)	(30,000)	(31,418)	(32,612)	(34,042)
<b>Net cash from financing activities.....</b>	<b>(3,711)</b>	<b>(28,786)</b>	<b>(28,896)</b>	<b>(30,000)</b>	<b>(31,418)</b>	<b>(32,612)</b>	<b>(34,042)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>(12,708)</b>	<b>(23,112)</b>	<b>3,009</b>	<b>(12,797)</b>	<b>1,311</b>	<b>(2,364)</b>	<b>336</b>
Cash assets at the beginning of the reporting period .....	52,731	40,023	40,023	43,032	30,235	31,546	29,182
<b>Cash assets at the end of the reporting period .....</b>	<b>40,023</b>	<b>16,911</b>	<b>43,032</b>	<b>30,235</b>	<b>31,546</b>	<b>29,182</b>	<b>29,518</b>

(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
<b>Regulatory Fees and Fines</b>							
District Court Fees .....	7,590	8,193	8,013	8,439	8,608	8,866	8,866
Family Court Fees .....	6,626	6,871	6,720	7,200	7,406	7,628	7,628
Fines Enforcement Registry Fees.....	44,540	52,145	46,501	54,040	55,955	57,667	60,717
Jurors Infringement Fees.....	14	9	9	9	9	9	9
Magistrates Court Fees .....	8,129	10,074	7,353	9,909	10,082	10,427	10,427
Sheriff's Office Fees .....	345	303	296	309	315	324	324
State Administrative Tribunal Fees .....	671	886	867	913	931	950	950
Supreme Court Fees .....	11,474	12,665	9,387	12,893	13,119	13,512	13,512
<b>Grants and Subsidies</b>							
Commonwealth Grants .....	17,995	69,525	71,995	66,969	66,128	66,979	67,665
Departmental .....	285	479	479	479	479	479	479
<b>Sale of Goods and Services</b>							
Commissioner for Equal Opportunity .....	111	105	105	105	105	105	105
Other Receipts.....	161	229	229	288	568	568	568
Proceeds from Sale of Industry Goods .....	2,426	2,360	2,360	2,519	2,640	2,742	2,866
Public Trustee Contributions - Estate Fees and Other Revenue.....	21,604	21,799	21,799	24,761	25,229	25,759	26,300
Registry Births, Deaths and Marriages Fees....	7,307	7,830	7,830	7,989	8,149	8,309	8,309
<b>GST Receipts</b>							
GST Input Credits .....	67,209	56,861	56,861	56,861	56,861	56,861	56,861
GST Receipts on Sales .....	4,563	4,517	4,517	4,517	4,517	4,517	4,517
<b>Other Receipts</b>							
Public Trustee Contribution - Common Account Surplus Interest.....	3,559	3,642	3,642	1,700	2,100	2,100	2,100
Recoup of Building Disputes Revenue .....	1,902	1,200	1,200	1,200	1,200	1,200	1,200
Recoup of Criminal Injury Awards.....	1,667	1,776	1,776	1,776	1,776	1,776	1,776
Recoup of Employee Contributions - Housing Leased from Government Regional Officers' Housing.....	2,370	1,700	1,700	2,091	2,523	2,928	3,327
Recoup of Employee Contributions - Vehicles Leased from State Fleet.....	270	638	638	653	668	668	668
Recoup of Other Costs .....	5,583	7,788	8,254	7,133	6,214	7,082	6,634
Recoup of Prisoner Telephone Calls .....	2,747	4,122	4,122	4,122	4,122	4,122	4,122
Recoup of Residential Tenancy Payments ....	1,869	1,296	1,500	1,500	1,500	1,500	1,500
Recoup of Salary Costs .....	193	9	9	9	9	9	9
<b>TOTAL .....</b>	<b>221,210</b>	<b>277,022</b>	<b>268,162</b>	<b>278,384</b>	<b>281,213</b>	<b>287,087</b>	<b>291,439</b>

## DETAILS OF ADMINISTERED TRANSACTIONS

	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
<b>INCOME</b>							
<b>Other</b>							
Confiscation of Assets.....	15,423	11,000	11,000	11,000	11,000	11,000	11,000
Infringements Penalties.....	11,367	9,902	9,902	9,902	9,902	9,902	9,902
Judicial Fines and Penalties.....	30,714	35,903	35,903	37,032	38,160	38,206	38,206
Other Revenue.....	1,913	742	742	742	742	742	742
Speed and Red Light Fines.....	18,054	16,606	17,002	22,021	22,728	22,728	22,728
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>77,471</b>	<b>74,153</b>	<b>74,549</b>	<b>80,697</b>	<b>82,532</b>	<b>82,578</b>	<b>82,578</b>
<b>EXPENSES</b>							
<b>Grants to Charitable and Other Public Bodies</b>							
Grants Paid from the Confiscation							
Proceeds Account .....	1,743	2,248	2,248	4,000	4,000	4,000	4,000
<b>Other</b>							
Confiscation Expenses Paid from the							
Confiscation Proceeds Account.....	8,756	7,300	7,300	7,000	7,000	7,000	7,000
Other Expenses .....	88,570	2,188	2,188	736	736	736	736
Payment to Road Trauma Trust Account....	18,034	16,606	17,002	22,021	22,728	22,728	22,728
Receipts Paid into the Consolidated							
Account .....	42,046	45,811	45,811	46,940	48,068	48,114	48,114
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>159,149</b>	<b>74,153</b>	<b>74,549</b>	<b>80,697</b>	<b>82,532</b>	<b>82,578</b>	<b>82,578</b>

## Division 29 State Solicitor's Office

### Part 7 Community Safety

#### Appropriations, Expenses and Cash Assets (a)

	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
<b>DELIVERY OF SERVICES</b>							
Item 62 Net amount appropriated to deliver services .....	-	-	-	9,476	-	-	-
Item 63 Net amount appropriated to deliver services .....	36,535	34,563	39,299	29,239	35,188	34,773	35,486
<b>Amount Authorised by Other Statutes (b)</b>							
- Solicitor General Act 1969 .....	636	594	555	595	596	597	604
- Suitsors' Fund Act 1964 .....	23	31	31	31	31	31	31
- Salaries and Allowances Act 1975 .....	3,300	3,340	3,340	3,388	3,400	3,400	3,400
Total appropriations provided to deliver services .....	40,494	38,528	43,225	42,729	39,215	38,801	39,521
<b>CAPITAL</b>							
Item 130 Capital Appropriation .....	-	-	-	34	-	-	-
Item 131 Capital Appropriation .....	-	-	135	101	135	135	135
<b>TOTAL CAPITAL APPROPRIATIONS .....</b>	-	-	135	135	135	135	135
<b>TOTAL APPROPRIATIONS .....</b>	40,494	38,528	43,360	42,864	39,350	38,936	39,656
<b>EXPENSES</b>							
Total Cost of Services .....	51,481	50,925	54,210	56,461	49,705	49,296	50,025
Net Cost of Services (c) (d) .....	50,388	49,800	53,755	55,546	48,790	48,381	49,110
<b>CASH ASSETS (e) .....</b>	864	864	1,084	966	1,149	1,332	1,515

(a) The 2019-20 Actual, 2020-21 Budget, 2020-21 Estimated Actual and 2021-22 Budget Estimate have been recast, for comparability purposes, to account for Machinery of Government changes to reflect the establishment of the SSO as an independent sub-department effective from 1 October 2021.

(b) Includes appropriation provided to the Department of Justice prior to the establishment of the SSO as an independent sub-department.

(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 SSO'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
<b>COVID-19 Response</b>					
COVID-19 Expenditure .....	-	2,332	-	-	-
<b>New Initiative</b>					
SSO Establishment .....	-	360	200	-	-
<b>Ongoing Initiatives</b>					
Civil Litigation - Institutional Abuse Claims .....	-	3,074	-	-	-
Mineralogy Litigation Costs .....	1,468	1,461	-	-	-
Mineralogy State Agreement Litigation Costs .....	-	815	964	-	-
Resolution of Native Title in the South West of Western Australia (Settlement) .....	383	738	-	-	-

## Significant Issues Impacting the Agency

### COVID-19 Response

1. The SSO continues to provide legal advice to Ministers, government agencies, the Chief Emergency Co-ordinator and the Chief Health Officer in response to the COVID-19 pandemic and all related emergency management measures.
2. The SSO, with the Solicitor General, successfully defended the State in proceedings commenced by Mr Clive Palmer and Mineralogy Pty Ltd in the High Court against the State, the Commissioner of Police and the State Emergency Co-ordinator alleging the Quarantine (Closing the Borders) Direction was not constitutional.

### Other Significant Issues

3. As of 1 October 2021, the SSO becomes a sub-department of the Department of Justice. This implements a recommendation of the Special Inquiry into Government Programs and Projects: Final Report and strengthens the independence of the SSO as the principal legal adviser to the Attorney General, Cabinet Ministers and government agencies.
4. The *Civil Liability Legislation Amendment (Child Sexual Abuse Actions) Act 2018 (WA)* removed time limits for bringing a civil action for damages in child sexual abuse cases. The SSO manages all civil actions lodged by survivors of child sexual abuse against the State. To date more than 639 claims have been lodged and 194 claims settled.
5. Mr Clive Palmer and Mineralogy/International Minerals have challenged the constitutional validity of the *Iron Ore Processing (Mineralogy Pty Ltd) Agreement Amendment Act 2020 (WA)* and the High Court judgment is anticipated in late 2021.
6. The SSO continues to provide expert legal advice on strategic commercial matters including Metronet and other major transport infrastructure projects, the new Women and Babies Hospital and other hospital expansion projects.
7. The SSO is acting for the State in respect of the Native Title Compensation Claim filed by the Tjiwarl people for damage and loss of access to land as a result of acts by the State Government and mining companies. The matter is considered to be a test case for future Native Title claims.
8. The SSO is representing the State in a class action - *Mervyn Street v State of Western Australia* (WA Stolen Wages Class Action). The matter concerns the State's duties in respect of payment for work undertaken by Aboriginal people in Western Australia during 1936–1972.
9. Responsibility for the administration of the *High Risk Serious Offenders Act 2020* transferred from the Office of the Director of Public Prosecutions to the SSO on 1 January 2021. The State Solicitor is responsible for considering whether post-sentence detention orders should be sought from the Supreme Court if there is an unacceptable risk to the community and reoffending is likely.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Agency's services, 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
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	Government receives quality and timely legal services.	1. Legal Services to Government

### 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. Legal Services to Government .....	51,481	50,925	54,210	56,461	49,705	49,296	50,025
<b>Total Cost of Services.....</b>	<b>51,481</b>	<b>50,925</b>	<b>54,210</b>	<b>56,461</b>	<b>49,705</b>	<b>49,296</b>	<b>50,025</b>

### Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
<b>Outcome: Government receives quality and timely legal services:</b>					
Extent to which government agencies are satisfied with legal services.....	100%	95%	100%	95%	

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

## Services and Key Efficiency Indicators

### 1. Legal Services to Government

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	51,481	50,925	54,210	56,461	
Less Income .....	1,093	1,125	455	915	1
Net Cost of Service .....	50,388	49,800	53,755	55,546	
Employees (Full-Time Equivalents) .....	232	244	252	257	
<b>Efficiency Indicators</b>					
Average cost per legal matter <sup>(a)</sup> .....	\$4,617	\$4,400	\$5,232	\$5,600	2

(a) This indicator is calculated by dividing the Total Cost of Service by the number of recorded matters.

### Explanation of Significant Movements

(Notes)

1. The 2020-21 Estimated Actual is lower than the 2020-21 Budget due to lower than expected recoups of legal costs.
2. The increase in the average cost per legal matter from the 2020-21 Budget to the 2021 Estimated Actual is the result of higher costs associated with the Mineralogy Pty Ltd litigation reflecting the complexity of the case.

### 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
<b>NEW WORKS</b>							
Legal Practice Systems .....	301	-	-	301	-	-	-
<b>Total Cost of Asset Investment Program</b> .....	301	-	-	301	-	-	-
<b>FUNDED BY</b>							
Internal Funds and Balances .....			-	301	-	-	-
<b>Total Funding</b> .....			-	301	-	-	-

## Financial Statements

### Income Statement

#### Expenses

1. The increase in Total Cost of Services between the 2020-21 Budget and the 2020-21 Estimated Actual (\$3.3 million or 6.5%) primarily reflects unbudgeted mesothelioma grants expenditure and Mineralogy litigation costs. The increase in Total Cost of Services between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate (\$2.3 million or 4.2%) primarily reflects increased expenditure on civil litigation - Institutional Abuse claims and COVID-19 related legal advice.

#### INCOME STATEMENT <sup>(a)</sup> (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
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	35,189	36,892	37,924	42,704	37,447	37,182	37,944
Grants and subsidies <sup>(c)</sup> .....	2,967	-	2,277	-	-	-	-
Supplies and services .....	5,667	5,876	6,052	4,953	3,919	3,836	3,844
Accommodation .....	6,499	6,509	6,493	6,490	6,489	6,489	6,490
Depreciation and amortisation .....	98	251	251	262	354	335	293
Finance and interest costs .....	-	17	17	17	17	17	17
Other expenses .....	1,061	1,380	1,196	2,035	1,479	1,437	1,437
<b>TOTAL COST OF SERVICES</b> .....	51,481	50,925	54,210	56,461	49,705	49,296	50,025
<b>Income</b>							
Other revenue .....	1,093	1,125	455	915	915	915	915
<b>Total Income</b> .....	1,093	1,125	455	915	915	915	915
<b>NET COST OF SERVICES</b> <sup>(d)</sup> .....	50,388	49,800	53,755	55,546	48,790	48,381	49,110
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	40,494	38,528	43,225	42,729	39,215	38,801	39,521
Resources received free of charge .....	3,726	3,726	4,121	2,959	2,793	2,798	2,807
Other revenues .....	6,168	7,546	6,409	9,858	6,782	6,782	6,782
<b>TOTAL INCOME FROM STATE GOVERNMENT</b> .....	50,388	49,800	53,755	55,546	48,790	48,381	49,110

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 232, 252 and 257 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
Ex-Gratia and Act of Grace Payments .....	1,217	-	46	-	-	-	-
Other Grants, Subsidies and Transfer Payments .....	1,750	-	2,231	-	-	-	-
<b>TOTAL</b> .....	2,967	-	2,277	-	-	-	-

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(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
<b>CURRENT ASSETS</b>							
Cash assets.....	521	521	470	169	169	169	169
Receivables.....	1,465	1,465	1,379	1,379	1,379	1,379	1,379
Other.....	78	78	44	44	44	44	44
Total current assets.....	2,064	2,064	1,893	1,592	1,592	1,592	1,592
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	8,986	8,986	8,826	9,088	9,442	9,777	10,070
Property, plant and equipment.....	750	750	726	505	462	260	68
Intangibles.....	153	153	113	374	234	101	-
Restricted cash.....	343	343	614	797	980	1,163	1,346
Total non-current assets.....	10,232	10,232	10,279	10,764	11,118	11,301	11,484
<b>TOTAL ASSETS</b> .....	12,296	12,296	12,172	12,356	12,710	12,893	13,076
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	7,570	7,570	7,572	7,756	7,939	8,122	8,305
Payables.....	65	65	169	169	169	169	169
Borrowings and leases.....	114	114	114	114	114	114	8
Total current liabilities.....	7,749	7,749	7,855	8,039	8,222	8,405	8,482
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	1,688	1,688	1,458	1,458	1,458	1,458	1,458
Borrowings and leases.....	398	398	263	128	164	29	-
Total non-current liabilities.....	2,086	2,086	1,721	1,586	1,622	1,487	1,458
<b>TOTAL LIABILITIES</b> .....	9,835	9,835	9,576	9,625	9,844	9,892	9,940
<b>EQUITY</b>							
Contributed equity.....	2,461	2,461	2,596	2,731	2,866	3,001	3,136
<b>Total equity</b> .....	2,461	2,461	2,596	2,731	2,866	3,001	3,136
<b>TOTAL LIABILITIES AND EQUITY</b> .....	12,296	12,296	12,172	12,356	12,710	12,893	13,076

(a) Full audited financial statements are published in the Department of Justice'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
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	40,396	38,277	42,974	42,467	38,861	38,466	39,228
Capital appropriation.....	-	-	135	135	135	135	135
Other.....	6,168	7,546	6,495	9,858	6,782	6,782	6,782
<b>Net cash provided by State Government .....</b>	<b>46,564</b>	<b>45,823</b>	<b>49,604</b>	<b>52,460</b>	<b>45,778</b>	<b>45,383</b>	<b>46,145</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(35,189)	(36,892)	(37,741)	(42,522)	(37,264)	(36,999)	(37,762)
Grants and subsidies .....	(2,967)	-	(2,277)	-	-	-	-
Supplies and services.....	(1,941)	(2,150)	(1,793)	(1,994)	(1,126)	(1,038)	(1,038)
Accommodation.....	(6,499)	(6,509)	(6,493)	(6,490)	(6,489)	(6,489)	(6,489)
Finance and interest costs.....	-	(17)	(17)	(17)	(17)	(17)	(17)
Other payments .....	(1,061)	(1,380)	(1,383)	(2,034)	(1,479)	(1,437)	(1,436)
<b>Receipts (c)</b>							
Other receipts .....	1,093	1,125	455	915	915	915	915
<b>Net cash from operating activities .....</b>	<b>(46,564)</b>	<b>(45,823)</b>	<b>(49,249)</b>	<b>(52,142)</b>	<b>(45,460)</b>	<b>(45,065)</b>	<b>(45,827)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	-	-	-	(301)	-	-	-
<b>Net cash from investing activities .....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(301)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	-	-	(135)	(135)	(135)	(135)	(135)
<b>Net cash from financing activities .....</b>	<b>-</b>	<b>-</b>	<b>(135)</b>	<b>(135)</b>	<b>(135)</b>	<b>(135)</b>	<b>(135)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>-</b>	<b>-</b>	<b>220</b>	<b>(118)</b>	<b>183</b>	<b>183</b>	<b>183</b>
Cash assets at the beginning of the reporting period .....	864	864	864	1,084	966	1,149	1,332
<b>Cash assets at the end of the reporting period .....</b>	<b>864</b>	<b>864</b>	<b>1,084</b>	<b>966</b>	<b>1,149</b>	<b>1,332</b>	<b>1,515</b>

(a) Full audited financial statements are published in the Department of Justice'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 SSO. 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 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
<b>Sale of Goods and Services</b>							
State Solicitor Fees.....	5,544	6,782	5,645	6,782	6,782	6,782	6,782
<b>Other Receipts</b>							
Recoup of Legal Costs .....	800	800	229	800	800	800	800
Recoup of Other Costs .....	293	325	226	115	115	115	115
<b>TOTAL .....</b>	<b>6,637</b>	<b>7,907</b>	<b>6,100</b>	<b>7,697</b>	<b>7,697</b>	<b>7,697</b>	<b>7,697</b>

(a) The moneys received and retained are to be applied to the SSO 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
<b>INCOME</b>							
<b>Other</b>							
Land Acquisition.....	161,826	-	-	-	-	-	-
Other Revenue.....	17	-	-	-	-	-	-
Suitors' Fund.....	30	164	164	164	164	164	164
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>161,873</b>	<b>164</b>	<b>164</b>	<b>164</b>	<b>164</b>	<b>164</b>	<b>164</b>
<b>EXPENSES</b>							
<b>Other</b>							
Other Expenses .....	17	-	-	-	-	-	-
Payment of Land Acquisition.....	157,631	-	-	-	-	-	-
Payment of Suitors' Fund.....	19	164	164	164	164	164	164
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>157,667</b>	<b>164</b>	<b>164</b>	<b>164</b>	<b>164</b>	<b>164</b>	<b>164</b>

# Legal Aid Commission of Western Australia

## Part 7 Community Safety

### Asset Investment Program

1. The Commission's Asset Investment Program (AIP) for 2021-22 is estimated at \$2.6 million, primarily comprising of a computer hardware and software replacement program and office fit-outs. The AIP will be funded from internal cash balances.

	Estimated Total Cost \$'000	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
<b>WORKS IN PROGRESS</b>							
Computer Hardware and Software Replacement Program .....	13,486	7,170	1,152	2,494	1,406	1,402	1,014
Office Refurbishment and Fit-Outs .....	3,823	3,500	1,239	123	-	-	200
<b>Total Cost of Asset Investment Program .....</b>	<b>17,309</b>	<b>10,670</b>	<b>2,391</b>	<b>2,617</b>	<b>1,406</b>	<b>1,402</b>	<b>1,214</b>
<b>FUNDED BY</b>							
Internal Funds and Balances .....			2,391	2,617	1,406	1,402	1,214
<b>Total Funding .....</b>			<b>2,391</b>	<b>2,617</b>	<b>1,406</b>	<b>1,402</b>	<b>1,214</b>

## Division 30 Fire and Emergency Services

### Part 7 Community Safety

#### 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
<b>DELIVERY OF SERVICES</b>							
Item 64 Net amount appropriated to deliver services .....	50,112	67,517	94,265	53,806	39,493	34,306	37,374
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	1,041	1,041	1,041	1,045	1,048	1,050	1,053
Total appropriations provided to deliver services .....	51,153	68,558	95,306	54,851	40,541	35,356	38,427
<b>ADMINISTERED TRANSACTIONS</b>							
Item 65 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	244,347	85,000	85,000	166,960	92,000	60,700	45,000
<b>CAPITAL</b>							
Item 132 Capital Appropriation .....	-	2,493	2,540	6,850	20	1,620	10,920
<b>TOTAL APPROPRIATIONS .....</b>	<b>295,500</b>	<b>156,051</b>	<b>182,846</b>	<b>228,661</b>	<b>132,561</b>	<b>97,676</b>	<b>94,347</b>
<b>EXPENSES</b>							
Total Cost of Services .....	470,658	472,293	476,146	496,169	484,111	481,295	485,489
Net Cost of Services <sup>(a)</sup> <sup>(b)</sup> .....	59,694	104,434	100,909	108,776	67,030	50,524	38,529
<b>CASH ASSETS <sup>(c)</sup> .....</b>	<b>84,368</b>	<b>39,232</b>	<b>84,113</b>	<b>33,401</b>	<b>23,646</b>	<b>30,996</b>	<b>55,712</b>

(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
<b>Election Commitments</b>					
Personal Protective Equipment .....	-	4,000	949	-	-
Regional Firefighters .....	-	2,917	4,293	5,934	4,625
Small Commitments .....	242	-	-	-	-
<b>COVID-19 Response</b>					
COVID-19 Response .....	309	-	-	-	-
<b>New Initiatives</b>					
Direct Brigades Alarm Monitoring Network - Business Case .....	-	250	-	-	-
Emergency Rescue Helicopter Service (ERHS) and Air Operations Facilities Replacement - Business Case .....	-	250	-	-	-
Severe Tropical Cyclone Seroja Enhanced State Recovery Structure .....	-	4,404	5,237	-	-
State Operational Support Fleet .....	-	-	115	392	703
<b>Ongoing Initiatives</b>					
Bushfire Mitigation Activity Fund .....	2,397	1,280	1,149	1,019	-
ERHS Funding .....	-	1,515	6,165	6,165	6,165
Indian Ocean Territories - Service Delivery Arrangements .....	406	-	-	-	-
Large Aerial Tanker and Lead Aircraft .....	2,443	-	-	-	-
Mapping of Bushfire Prone Areas .....	28	27	-	-	-
<b>Other</b>					
Bushfire Suppression and Natural Hazard Incidents .....	24,096	-	-	-	-
Indexation for Non-Salary Expenses .....	-	-	-	-	2,155
RiskCover Insurance Premiums .....	-	3,939	8,619	6,433	6,565
Critical Systems Upgrades .....	1,469	834	834	834	834
Western Australian Treasury Corporation Interest Projections .....	(500)	(684)	(491)	(407)	-

## Significant Issues Impacting the Agency

### Climate Change

1. The challenges posed by a changing climate means it is likely Western Australia will face more frequent and intense bushfires, storms, heatwaves and floods. The magnitude of these natural hazards will significantly impact communities and increase demands placed on emergency management personnel. The changing climate has increasingly brought the northern and southern fire seasons closer together, resulting in a greater likelihood of the Department responding to overlapping seasons with multiple significant emergencies. This reality underscores the need for the Department to be prepared to respond to emergencies and support community preparedness efforts State-wide. The Department's focus is to ensure emergency services are effectively equipped and trained for all hazards, assets are strategically located throughout the State, increased mitigation activities across the regions are appropriate and ongoing, and the State's emergency response assets and capabilities are continuously improved.

### Recovery

2. As at the 30 June 2021, 19 disaster declarations were active across Western Australia, requiring significant recovery effort and coordination. The worst of these being the Wooroloo Bushfire in February 2021 and Severe Tropical Cyclone Seroja (STCS) in April 2021. Both disasters severely impacted communities and infrastructure across 16 local governments. Supporting the Department's recovery operations has necessitated significant whole-of-government collaboration and commitment, through sourcing of cross agency expertise and resources to bolster existing capability. Meeting the extraordinary demands of the disasters will require maximising recoups through Disaster Recovery Funding Arrangements Western Australia. Under the Commonwealth-State funding arrangements, multi-million-dollar packages of support have been agreed, with \$104.5 million allocated for STCS and \$80.2 million allocated for a number of natural disaster events, including the Wooroloo Bushfire, and flooding in Carnarvon.

### Capacity to maintain Frontline Operations

3. To ensure the Department continues to provide an exemplary standard of emergency service response amid population growth and changing urban landscapes, the Government has committed to delivering:
  - 3.1. \$17.8 million to employ 36 additional career firefighters in regional Western Australia, and a \$1.2 million associated upgrade to the Kalgoorlie Career Fire and Rescue Service (CFRS) Station, increasing operational capacity in country areas;
  - 3.2. \$14.5 million for the construction of a new CFRS facility in the South East Metropolitan Region, one of the fastest-growing urban areas in the State; and
  - 3.3. \$4.9 million for replacement Personal Protective Equipment (PPE) for career and volunteer firefighters, enhancing the standard to meet future requirements.

### Operational Fleet Capability

4. The State's emergency services responders require greater access to mobile water carrying vehicles, flood boats, and better frontline communications capability at strategic locations across the State as well as replacement of end-of-life assets. The current composition of the Department's high season fleet asset capability is limited to provide a comprehensive emergency response service to bushfire and other hazards across Western Australia. The implementation of an all hazards State Operational Support Fleet will provide the Department with greater control and flexibility in providing a timely and weighted response to major incidents and enhanced capability to conduct on-ground risk management activities, which are both critical in reducing the potential impact to the community and building resilience.

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

## Service Summary

Expense	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. Community Awareness, Education and Information Services.....	11,992	10,829	11,209	10,465	10,759	10,828	10,987
2. Health, Safety, Wellbeing and Training Services.....	24,032	23,221	27,791	22,766	22,416	22,561	22,859
3. Delivery of Frontline Services Before, During and After Incidents .....	434,634	438,243	437,146	462,938	450,936	447,906	451,643
<b>Total Cost of Services.....</b>	<b>470,658</b>	<b>472,293</b>	<b>476,146</b>	<b>496,169</b>	<b>484,111</b>	<b>481,295</b>	<b>485,489</b>

## Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
<b>Outcome: Western Australian communities recognise and understand their local hazard risks and can effectively manage them:</b>					
Proportion of community members who recognise their local natural hazard risks and are prepared to take action.....	20%	20%	20%	20%	
<b>Outcome: A diverse team of volunteers and staff with a wide range of skills, who have access to development programs:</b>					
Proportions of scheduled operational courses delivered .....	72%	80%	82%	80%	
<b>Outcome: Risk is reduced and managed through innovation and continuous improvement across all hazards before, during and after emergencies:</b>					
Proportion of Level 3 incident impact statements completed and endorsed by the State Recovery Coordinator.....	100%	80%	100%	80%	1
Proportion of structure fire reports completed within specified timeframes....	88%	90%	86%	90%	
Proportion of natural hazard events which cause a significant impact on the community .....	20%	25%	67%	25%	2
Proportion of responses to Emergency Service Levy 1 and Emergency Service Levy 2 incidents within target timeframes .....	94%	90%	94%	90%	
Proportion of structure fires confined to object or room of origin .....	73%	72%	75%	72%	

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

## Explanation of Significant Movements

(Notes)

1. This indicator measures the number of impact statements completed by all parties and endorsed by the State Recovery Coordinator within 60 days of the closure of an incident. The 2020-21 Estimated Actual is higher compared to the 2020-21 Budget and the 2021-22 Budget Target due to successful engagement with local governments and communities during Level 3 incidents shortening the process of impact statements completion.
2. In 2020-21 two of the year's three Level 3 events (Wooroloo bushfire and STCS) had a significant impact on the community and small business. The combination of the catastrophic fire conditions and the topography of the Wooroloo area made this bushfire fast moving and difficult to control resulting in the loss of 86 homes. The STCS crossed the coast in an area where cyclone rated construction codes are not required, resulting in more structural damage than is usually caused by a Category 3 cyclone with 48 homes lost and many more damaged.

## Services and Key Efficiency Indicators

### 1. Community Awareness, Education and Information Services

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	11,992	10,829	11,209	10,465	
Less Income <sup>(a)</sup> .....	11,629	7,013	7,101	7,393	1
Net Cost of Service .....	363	3,816	4,108	3,072	
Employees (Full-Time Equivalents) .....	39	37	37	37	
<b>Efficiency Indicators</b>					
Average cost per household to deliver education and awareness programs and emergency hazard information to the community .....	\$11.76	\$10.48	\$10.84	\$9.98	

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

### Explanation of Significant Movements

(Notes)

- The 2020-21 Budget and the 2020-21 Estimated Actual is significantly lower compared to the 2019-20 Actual mainly due to less Emergency Services Levy (ESL) revenue being estimated and collected as a result of the freezing of the 2020-21 ESL rates (relative to 2019-20 rates) to assist with cost-of-living pressures and support households and businesses through the COVID-19 pandemic.

### 2. Health, Safety, Wellbeing and Training Services

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	24,032	23,221	27,791	22,766	1
Less Income <sup>(a)</sup> .....	19,381	17,532	21,302	18,482	2
Net Cost of Service .....	4,651	5,689	6,489	4,284	
Employees (Full-Time Equivalents) .....	107	116	116	118	
<b>Efficiency Indicators</b>					
Average cost per population to deliver health, safety, wellbeing and training services. ....	\$9.03	\$8.60	\$10.39	\$8.45	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 2020-21 Estimated Actual is higher compared to the 2020-21 Budget as a result of additional costs for the Western Australian Emergency Management Training Centre, including instructors for the trainee firefighter schools and training costs associated with achieving appropriate accreditation of firefighters.
2. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget is the result of revised allocation of ESL revenue using the corporate allocation methodology due to additional costs of this service in 2020-21. The allocation of ESL revenue in the 2021-22 Budget Target does not include the impact of these additional once-off costs and has resulted in the decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual.

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

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	434,634	438,243	437,146	462,938	1
Less Income <sup>(a)</sup> .....	379,954	343,314	346,834	361,518	2
Net Cost of Service .....	54,680	94,929	90,312	101,420	
Employees (Full-Time Equivalents) .....	1,545	1,590	1,591	1,634	3
<b>Efficiency Indicators</b>					
Average cost per population to deliver frontline services. ....	\$163.36	\$162.21	\$163.40	\$171.84	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 2021-22 Budget Target is higher compared to the 2020-21 Estimated Actual predominantly reflecting the additional costs associated with an additional 36 country firefighters and the roll out of improved PPE for firefighters as part of the 2021 election commitments and other initiatives including support for the recovery effort after STCS.
2. The increase in the 2021-22 Budget Target compared to both the 2020-21 Budget and the 2020-21 Estimated Actual is due to additional funding provided for delivery of election commitments and growth in ESL revenue.
3. The 2021-22 Budget Target is higher compared to the 2020-21 Estimated Actual due to an additional 43 full-time equivalents as a result of an incremental increase in approved positions for the Bushfire Centre of Excellence, additional 36 country firefighters and a number of finite positions to support the recovery effort after STCS.
4. The 2021-22 Budget Target is higher compared to the 2020-21 Budget and the 2020-21 Estimated Actual primarily as a result of the implementation of the 2021 election commitments.

## Asset Investment Program

1. The Department's Asset Investment Program (AIP) for 2021-22 totals \$55.7 million, comprising Works in Progress of \$53.3 million and New Works of \$2.4 million. The AIP is established in conjunction with the application of a resource-to-risk/fit-for-purpose model to determine the asset needs to effectively deliver emergency services throughout the State. Facility requirements are based on spatial planning linked to coverage areas, hazard types and response times. Prioritisation of new and replacement stations and facilities involves consideration of demographics, dwellings and traffic volumes. Replacement vehicles and new capabilities are developed through stakeholder engagement, changing technology, and implementing improvements in safety features through research and development and from outcomes of incident inquiries.
2. During 2020-21 the delivery of vehicle programs was significantly impacted by the COVID-19 pandemic with fleet design reviews, procurement processes and supply of critical components being substantially delayed. This resulted in the need to defer production of vehicles until 2021-22.
3. A review of the categories of the AIP vehicle program has resulted in the ten individual vehicle programs previously disclosed being consolidated into two key programs being Primary Fire and Emergency Fleet and Secondary Fire and Emergency Fleet. The new structure gives greater flexibility between different vehicle types.
4. An overview of the 2021-22 program is as follows:
  - 4.1. \$26.3 million has been provided for land and building works, comprising \$10.4 million for Facility Modifications (including \$1.2 million to update Kalgoorlie CFRS), \$2 million for the purchase of land for the new CFRS South East Metropolitan Fire Station, \$1.5 million for the completion of the Bushfire Centre of Excellence, CFRS Cockburn Fire Station and CFRS Kensington Fire Station, \$3.6 million for the Koolinup Emergency Service Centre, and \$8.9 million for the upgrades of Volunteer facilities;
  - 4.2. \$25.5 million for ongoing vehicle replacement programs in line with the Department's maintenance and serviceable life replacement strategies;
  - 4.3. \$2.9 million for plant and equipment works including \$400,000 for a Fixed Repeater Tower in Esperance, which will contribute to the enhanced bushfire management and volunteer capability in the Goldfields-Esperance region; and
  - 4.4. \$1 million for intangible assets, including \$700,000 for the upgrade and replacement of critical information and communications technology systems and \$300,000 for design costs associated with new vehicle development projects. These costs will be capitalised as an intangible asset in accordance with the Australian Accounting Standards.

	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
<b>WORKS IN PROGRESS</b>							
<b>COVID-19 Response</b>							
Land and Building Works - Volunteer Fire and Rescue Service (VFRS)/Volunteer Fire and Emergency Service (VFES) Facilities Upgrades.....	7,000	407	407	5,002	1,591	-	-
<b>Other Works In Progress</b>							
Intangible Asset Development.....	2,127	1,037	1,037	990	100	-	-
Land and Building Works							
Bushfire Centre of Excellence .....	13,815	13,035	7,785	780	-	-	-
CFRS Cockburn Fire Station .....	10,858	10,495	7,843	363	-	-	-
CFRS Kensington Fire Station.....	7,752	7,372	5,272	380	-	-	-
Koolinup Emergency Service Centre in Collie .....	12,881	8,527	6,836	3,580	774	-	-
Facility Modifications.....	54,775	24,838	4,316	10,389	6,000	3,309	4,634
VFRS/VFES Upgrade and Replacement Program .....	22,823	2,777	1,246	3,855	4,164	2,665	1,362
Plant and Equipment Works - Equipment Replacement Program .....	27,590	15,047	2,464	2,543	2,000	2,000	2,000
Vehicle Programs							
Primary Fire and Emergency Fleet .....	110,884	24,424	9,096	22,906	17,542	20,628	17,878
Secondary Fire and Emergency Fleet .....	7,053	286	274	2,577	2,025	527	776
<b>NEW WORKS</b>							
Land and Building Works							
CFRS South East Metropolitan Fire Station .....	14,500	-	-	2,000	-	1,600	10,900
CFRS North Coastal Metropolitan Fire Station .....	2,500	-	-	-	2,500	-	-
Plant and Equipment Works - Fixed Repeater Tower (Esperance) .....	355	-	-	355	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>294,913</b>	<b>108,245</b>	<b>46,576</b>	<b>55,720</b>	<b>36,696</b>	<b>30,729</b>	<b>37,550</b>
<b>FUNDED BY</b>							
Asset Sales .....			756	-	-	403	420
Capital Appropriation.....			2,540	6,850	20	1,620	10,920
Drawdowns from Royalties for Regions Fund .....			8,825	1,794	774	-	-
Emergency Services Levy .....			29,191	4,050	12,417	23,203	26,210
Internal Funds and Balances.....			5,264	43,026	23,485	5,503	-
<b>Total Funding.....</b>			<b>46,576</b>	<b>55,720</b>	<b>36,696</b>	<b>30,729</b>	<b>37,550</b>

## Financial Statements

### Income Statement

#### *Expenses*

1. The 2021-22 Budget Estimate Total Cost of Services of \$496.2 million is forecast to increase by \$20 million compared to the 2020-21 Estimated Actual.
2. Changes in the Total Cost of Services in the 2021-22 Budget Estimate reflects the following:
  - 2.1. \$7 million for the 2021 election commitments including an additional 36 country firefighters and the roll-out of improved PPE for firefighters;
  - 2.2. \$6.4 million for other new and ongoing initiatives including support for the recovery effort after STCS, additional costs of the ERHS and for the development of business cases for the upgrade of the Direct Brigade Alarm System and replacement of facilities for ERHS and Air Operations;
  - 2.3. \$4 million to address cost pressures including RiskCover insurance premiums;
  - 2.4. \$30.1 million for projects delayed in 2020-21 and carried over to 2021-22 due to contracting and supply issues associated with the COVID-19 pandemic; and
  - 2.5. This is partially offset by \$27.5 million in significant unforeseen expenditure incurred in 2020-21, including response efforts for bushfire and natural hazard incidents and the COVID-19 pandemic.

#### *Income*

3. The increase in Total Income of \$12.2 million between the 2021-22 Budget Estimate and the 2020-21 Estimated Actual is primarily the result of an increase in ESL revenue. In 2020-21, ESL rates remained unchanged from the previous year, in line with the Government's policy to freeze household fees and charges. The lower ESL revenue was subsidised by additional appropriation. The increase in ESL revenue in the 2021-22 Budget Estimate is due to an increase in ESL rates by 4.3%.
4. Income from State Government of \$94.9 million in the 2021-22 Budget Estimate is forecast to decrease by \$35.8 million compared to the 2020-21 Estimated Actual, as a result of:
  - 4.1. \$52.7 million received in the prior financial year that is not budgeted for in 2021-22 associated with supplementary funding for unforeseen bushfire suppression and natural hazard incidents costs, and additional service appropriation required to meet an ESL revenue shortfall to support households and businesses through the COVID-19 pandemic; and
  - 4.2. partially offset by an increase in funding for the following initiatives: \$7 million for the 2021 election commitments; \$4 million for cost pressures, including the increase in RiskCover insurance premiums and \$5.9 million for new and ongoing initiatives, including support for the recovery effort after STCS.
5. The increase in Income from State Government in the 2020-21 Estimated Actual of \$28.1 million compared to the 2020-21 Budget is predominantly due to supplementary funding of \$25.7 million for bushfire suppression, natural hazard incidents and the COVID-19 pandemic response.

### Statement of Financial Position

6. The 2021-22 Budget Estimate Total Assets are forecast to increase by \$55.5 million compared to the 2020-21 Estimated Actual primarily due to \$32.6 million increase in Property, plant and equipment, a \$66.5 million increase in leased assets and \$7.2 million increase in the Holding account receivables recognising depreciation for future asset replacement, which are partially offset by a \$50.7 million decrease in cash assets to fund the AIP and expenditure on projects delayed due to the COVID-19 pandemic.
7. The 2021-22 Budget Estimate Total Liabilities are forecast to increase by \$61.5 million primarily due to the renewal of existing service agreements for the ERHS in 2021-22, to be recognised as leases.

**Statement of Cashflows**

8. The increases in cashflows from service appropriations in the 2020-21 Estimated Actual compared to the 2020-21 Budget and the 2021-22 Budget Estimate is predominantly due to supplementary funding received for unforeseen costs associated with bushfire suppression, natural hazard incidents and the COVID-19 pandemic.
9. The increase of \$4.3 million in capital appropriation in the 2021-22 Budget Estimate compared to the 2020-21 Estimated Actual recognises additional funding of \$2.3 million for works on volunteer firefighters' facilities and \$2 million for the purchase of land for a new CFRS Fire Station in the South East Metropolitan Region.
10. The contribution from Royalties from Regions (RfR) has decreased in the 2021-22 Budget Estimate compared to the 2020-21 Estimated Actual as the construction of the Koolinup Emergency Services Centre in Collie is substantially complete. Additional RfR funding from 2021-22 primarily relates to funding for the upgrade of the CFRS Kalgoorlie Fire Station and an additional 36 country firefighters, as part of the 2021 election commitment.
11. Payments for the purchase of assets in the 2020-21 Estimated Actual is lower compared to the 2020-21 Budget by \$28 million, primarily as a result of underspends in building and vehicle programs linked to the COVID-19 pandemic.

**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
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	236,479	228,174	237,044	241,022	242,858	243,264	244,838
Grants and subsidies <sup>(c)</sup> .....	48,198	70,265	48,714	79,551	63,589	63,276	65,335
Supplies and services .....	92,542	78,824	93,048	79,777	78,103	77,350	77,646
Accommodation .....	10,924	10,873	10,791	10,817	10,792	10,779	10,897
Depreciation and amortisation .....	41,138	43,674	44,404	40,977	41,794	40,873	41,206
Finance and interest costs .....	1,929	2,017	1,613	2,767	2,397	1,994	1,628
Other expenses .....	39,448	38,466	40,532	41,258	44,578	43,759	43,939
<b>TOTAL COST OF SERVICES</b> .....	<b>470,658</b>	<b>472,293</b>	<b>476,146</b>	<b>496,169</b>	<b>484,111</b>	<b>481,295</b>	<b>485,489</b>
<b>Income</b>							
Sale of goods and services .....	9,148	9,231	9,029	9,422	9,339	9,242	9,147
Emergency Services Levy .....	381,528	347,774	349,280	366,360	396,326	409,657	428,380
Grants and subsidies .....	10,956	7,800	10,468	7,233	6,985	6,985	4,479
Other revenue .....	9,332	3,054	6,460	4,378	4,431	4,887	4,954
<b>Total Income</b> .....	<b>410,964</b>	<b>367,859</b>	<b>375,237</b>	<b>387,393</b>	<b>417,081</b>	<b>430,771</b>	<b>446,960</b>
<b>NET COST OF SERVICES</b> <sup>(d)</sup> .....	<b>59,694</b>	<b>104,434</b>	<b>100,909</b>	<b>108,776</b>	<b>67,030</b>	<b>50,524</b>	<b>38,529</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	51,153	68,558	95,306	54,851	40,541	35,356	38,427
Resources received free of charge .....	1,514	2,273	1,500	2,273	2,273	2,273	2,273
Royalties for Regions Fund:							
Regional Community Services Fund .....	1,103	1,232	847	3,061	4,185	5,825	5,858
Other revenues .....	36,457	30,612	33,097	34,726	31,681	30,088	29,851
<b>TOTAL INCOME FROM STATE GOVERNMENT</b> .....	<b>90,227</b>	<b>102,675</b>	<b>130,750</b>	<b>94,911</b>	<b>78,680</b>	<b>73,542</b>	<b>76,409</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>30,533</b>	<b>(1,759)</b>	<b>29,841</b>	<b>(13,865)</b>	<b>11,650</b>	<b>23,018</b>	<b>37,880</b>

(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 1,691, 1,744 and 1,789 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
All West Australians Reducing Emergencies							
Program .....	127	200	219	200	200	200	200
Australian Fire Danger Rating System .....	-	-	233	233	-	-	-
Chemistry Centre WA - Emergency Response							
Services .....	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Deputy Commissioner Operations Operational							
Efficiency Payment .....	895	914	910	914	928	928	928
Local Government							
Community Emergency Service Managers ....	2,361	2,619	2,371	2,646	2,713	2,713	2,713
Emergency Services Grants <sup>(a)</sup> .....	28,022	37,976	24,110	38,682	35,149	35,149	35,408
National Bushfire Mitigation Program .....	28	27	-	-	-	-	-
National Disaster Risk Reduction .....	-	850	-	2,506	2,506	2,506	5,012
Natural Disaster Resilience Program .....	691	1,431	300	711	357	186	-
Other .....	815	884	1,297	984	984	984	984
Prepared Communities .....	-	60	600	-	-	-	-
Private Brigade Subsidy .....	200	268	201	271	275	275	275
Rural Fire Division							
Bushfire Mitigation Activity Fund - ESL <sup>(b)</sup> ....	1,121	9,160	1,806	13,479	5,848	5,836	5,835
Bushfire Mitigation Activity Fund - RfR .....	4,250	1,271	3,642	1,280	1,149	1,019	-
Bushfire Risk Management Planning .....	1,315	1,388	2,306	1,409	1,409	1,409	1,409
Shire of Gingin .....	-	-	-	1,225	-	-	-
Shire of Trayning .....	-	-	-	515	-	-	-
Surf Life Saving Western Australia .....	1,381	1,381	1,381	1,381	1,381	1,381	1,381
Volunteer Fuel Card .....	553	1,070	533	1,000	1,000	1,000	1,000
Volunteer Marine Rescue Service <sup>(c)</sup> .....	4,939	9,266	7,305	10,615	8,190	8,190	8,690
<b>TOTAL .....</b>	<b>48,198</b>	<b>70,265</b>	<b>48,714</b>	<b>79,551</b>	<b>63,589</b>	<b>63,276</b>	<b>65,335</b>

- (a) The underspend on the 2020-21 Estimated Actual when compared to the 2020-21 Budget represents a delay in recognising \$13.9 million in grant expenditure. This is mainly associated with the delays experienced in granting firefighting appliances to local government. COVID-19 pandemic travel restrictions and supply chain impacts resulted in fleet design and construction delays, with funds expended on construction in 2020-21 (\$9.5 million) being recognised as inventory held for distribution until final commissioning of the appliances occur with local governments, at which point they are recognised as grants.
- (b) The 2020-21 Estimated Actual represents an underspend of \$7.4 million from 2020-21 Budget as a result of weather conditions, eligibility of local government to participate in the program and COVID-19 pandemic impacts, delaying mitigation works. A carryover is recognised in the 2021-22 Budget Estimate.
- (c) The underspend on the 2020-21 Estimated Actual when compared to the 2020-21 Budget, represents a delay in recognising \$2 million in capital grant expenditure to Volunteer Marine Rescue groups. The provision of vessels and vessel components for refits and new builds has been delayed due to the impacts of COVID-19 lockdowns. A carryover is recognised in the 2021-22 Budget Estimate.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(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
<b>CURRENT ASSETS</b>							
Cash assets.....	69,457	23,537	68,146	25,828	16,575	23,110	49,052
Restricted cash.....	12,213	12,997	12,213	3,819	3,317	4,132	2,906
Receivables.....	17,630	17,630	14,444	14,444	14,444	14,444	14,444
Other.....	9,350	9,350	19,095	19,095	19,095	19,095	19,095
Total current assets.....	108,650	63,514	113,898	63,186	53,431	60,781	85,497
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	54,839	63,112	63,112	70,298	78,322	86,305	93,637
Property, plant and equipment.....	415,713	440,771	444,571	544,873	549,896	544,543	542,687
Intangibles.....	12,990	10,737	10,042	8,779	8,879	8,879	8,879
Restricted cash.....	2,698	2,698	3,754	3,754	3,754	3,754	3,754
Total non-current assets.....	486,240	517,318	521,479	627,704	640,851	643,481	648,957
<b>TOTAL ASSETS.....</b>	<b>594,890</b>	<b>580,832</b>	<b>635,377</b>	<b>690,890</b>	<b>694,282</b>	<b>704,262</b>	<b>734,454</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	33,122	33,598	33,438	33,126	34,388	35,164	35,288
Payables.....	12,038	12,038	7,391	4,777	4,001	3,877	3,753
Borrowings and leases.....	16,750	6,317	7,143	17,836	17,164	17,171	17,497
Other.....	270	270	231	231	231	231	231
Total current liabilities.....	62,180	52,223	48,203	55,970	55,784	56,443	56,769
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	12,339	12,345	12,189	12,189	12,189	12,189	12,189
Borrowings and leases.....	47,467	46,223	43,982	97,680	84,056	68,739	49,805
Total non-current liabilities.....	59,806	58,568	56,171	109,869	96,245	80,928	61,994
<b>TOTAL LIABILITIES.....</b>	<b>121,986</b>	<b>110,791</b>	<b>104,374</b>	<b>165,839</b>	<b>152,029</b>	<b>137,371</b>	<b>118,763</b>
<b>EQUITY</b>							
Contributed equity.....	361,067	359,963	372,432	380,345	381,139	382,759	393,679
Accumulated surplus/(deficit).....	60,646	58,887	90,487	76,622	88,272	111,290	149,170
Reserves.....	51,191	51,191	68,084	68,084	72,842	72,842	72,842
Total equity.....	472,904	470,041	531,003	525,051	542,253	566,891	615,691
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>594,890</b>	<b>580,832</b>	<b>635,377</b>	<b>690,890</b>	<b>694,282</b>	<b>704,262</b>	<b>734,454</b>

(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
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	42,880	60,285	87,033	47,665	32,517	27,373	31,095
Capital appropriation.....	-	2,493	2,540	6,850	20	1,620	10,920
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,103	10,062	847	3,061	4,185	5,825	5,858
Regional Infrastructure and Headworks Fund .....	2,693	-	8,825	1,794	774	-	-
Other.....	36,457	30,612	32,836	34,726	31,681	30,088	29,851
<b>Net cash provided by State Government .....</b>	<b>83,133</b>	<b>103,452</b>	<b>132,081</b>	<b>94,096</b>	<b>69,177</b>	<b>64,906</b>	<b>77,724</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(232,132)	(227,695)	(236,239)	(242,951)	(242,372)	(242,612)	(244,838)
Grants and subsidies .....	(49,807)	(70,265)	(55,527)	(79,551)	(60,831)	(63,276)	(65,335)
Supplies and services.....	(90,977)	(74,050)	(93,183)	(79,607)	(77,694)	(74,992)	(75,316)
Accommodation.....	(10,831)	(10,981)	(11,198)	(10,925)	(10,900)	(10,779)	(10,897)
GST payments.....	(23,362)	(18,794)	(21,270)	(18,794)	(18,794)	(18,794)	(18,794)
Finance and interest costs.....	(1,928)	(2,016)	(1,650)	(2,767)	(2,397)	(1,994)	(1,628)
Other payments .....	(44,630)	(38,697)	(46,832)	(41,787)	(45,230)	(43,756)	(43,940)
<b>Receipts (c)</b>							
Emergency Services Levy .....	379,435	347,774	350,215	366,360	396,326	409,657	428,380
Grants and subsidies .....	9,149	6,900	10,169	7,233	6,985	6,985	4,479
Sale of goods and services.....	9,142	10,131	11,013	10,322	9,339	9,242	9,147
GST receipts.....	23,542	18,794	21,687	18,794	18,794	18,794	18,794
Other receipts .....	4,973	2,856	5,678	3,280	3,541	3,584	3,634
<b>Net cash from operating activities .....</b>	<b>(27,426)</b>	<b>(56,043)</b>	<b>(67,137)</b>	<b>(70,393)</b>	<b>(23,233)</b>	<b>(7,941)</b>	<b>3,686</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(33,485)	(74,583)	(46,576)	(55,720)	(36,696)	(30,729)	(37,550)
Proceeds from sale of non-current assets .....	1,391	-	756	-	-	403	420
<b>Net cash from investing activities .....</b>	<b>(32,094)</b>	<b>(74,583)</b>	<b>(45,820)</b>	<b>(55,720)</b>	<b>(36,696)</b>	<b>(30,326)</b>	<b>(37,130)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(20,933)	(41,911)	(43,116)	(42,644)	(42,952)	(43,238)	(43,513)
Proceeds from borrowings.....	9,873	23,949	23,737	23,949	23,949	23,949	23,949
<b>Net cash from financing activities .....</b>	<b>(11,060)</b>	<b>(17,962)</b>	<b>(19,379)</b>	<b>(18,695)</b>	<b>(19,003)</b>	<b>(19,289)</b>	<b>(19,564)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>12,553</b>	<b>(45,136)</b>	<b>(255)</b>	<b>(50,712)</b>	<b>(9,755)</b>	<b>7,350</b>	<b>24,716</b>
Cash assets at the beginning of the reporting period .....	71,815	84,368	84,368	84,113	33,401	23,646	30,996
<b>Cash assets at the end of the reporting period .....</b>	<b>84,368</b>	<b>39,232</b>	<b>84,113</b>	<b>33,401</b>	<b>23,646</b>	<b>30,996</b>	<b>55,712</b>

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

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

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

## NET APPROPRIATION DETERMINATION

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
<b>Grants and Subsidies</b>							
Commonwealth Grants <sup>(a)</sup> .....	5,001	2,790	5,639	2,818	2,818	2,818	2,818
National Partnership Agreements							
COVID-19 Response .....	-	-	-	248	-	-	-
National Disaster Risk Reduction .....	2,506	2,506	2,506	2,506	2,506	2,506	-
Provision of Fire Services .....	1,550	1,604	1,604	1,661	1,661	1,661	1,661
Other Grants <sup>(a)</sup> .....	4,121	-	1,485	3,570	3,923	1,019	-
Road Trauma Trust Grant .....	4,650	4,650	4,610	4,650	-	-	-
<b>Sale of Goods and Services</b>							
Sale of Goods and Services .....	1,781	-	4,336	900	-	-	-
<b>GST Receipts</b>							
GST Input Credits .....	20,930	17,544	19,932	17,544	17,544	17,544	17,544
GST Receipts on Sales .....	2,612	1,250	1,755	1,250	1,250	1,250	1,250
<b>Other Receipts</b>							
Other Sundry Receipts <sup>(a)</sup> .....	5,826	4,055	6,566	3,780	4,041	4,084	4,134
<b>TOTAL</b> .....	48,977	34,399	48,433	38,927	33,743	30,882	27,407

(a) The classification has been revised compared to previously published Budget Papers.

## 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
<b>INCOME</b>							
<b>Other</b>							
Appropriations <sup>(a)</sup> .....	244,347	85,000	85,000	166,960	92,000	60,700	45,000
<b>TOTAL ADMINISTERED INCOME</b> .....	244,347	85,000	85,000	166,960	92,000	60,700	45,000
<b>EXPENSES</b>							
<b>Grants to Charitable and Other Public Bodies</b>							
Western Australia Natural Disaster Relief and Recovery Arrangements .....	70,417	134,029	74,998	225,991	92,000	60,700	45,000
<b>TOTAL ADMINISTERED EXPENSES</b> .....	70,417	134,029	74,998	225,991	92,000	60,700	45,000

(a) The Disaster Recovery Funding Arrangements Western Australia are jointly funded by State and Commonwealth Governments and administered by the Department to provide assistance to the communities to recover from eligible natural disaster events. The 2021-22 Budget Estimate and forward estimates period include additional funding of \$104.5 million in recovery assistance packages for STCS and \$80.2 million for the replacement cost of public infrastructure as a result of a number of natural disaster events, including the Wooroloo bushfires and flooding in Carnarvon.

**RURAL FIRE DIVISION**

	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
Bushfire Centre of Excellence (BCoE) <sup>(a)</sup>							
Capital Costs .....	5,389	9,458	7,785	780	-	-	-
Operating Costs .....	2,364	3,266	3,408	5,571	5,801	5,801	5,801
Bushfire Risk Management <sup>(b)</sup> .....	14,111	20,005	14,290	23,633	15,981	15,849	14,829
Bushfire Technical Services .....	937	1,036	1,111	1,168	1,168	1,168	1,168
Land Use Planning .....	662	720	723	736	736	736	736
Office of Bushfire Risk Management .....	946	1,335	964	1,306	1,306	1,306	1,306
Rural Fire Executive .....	1,006	1,047	1,144	1,158	1,158	1,158	1,158
<b>TOTAL RURAL FIRE DIVISION .....</b>	<b>25,415</b>	<b>36,867</b>	<b>29,425</b>	<b>34,352</b>	<b>26,150</b>	<b>26,018</b>	<b>24,998</b>

(a) BCoE expenditure includes operating costs and capital works included in the Asset Investment Program.

(b) Detailed breakdown of expenditure for the Bushfire Risk Management directorate is shown in the table below.

**BUSHFIRE RISK MANAGEMENT**

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-22 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Local Government							
Mitigation Activity Fund (MAF) ESL Grants Program <sup>(a)</sup> .....	1,121	9,160	1,806	13,479	5,848	5,836	5,835
MAF RfR Grants Program <sup>(b)</sup> .....	4,250	1,271	3,642	1,280	1,149	1,019	-
Bushfire Risk Planning Coordinator Support Program .....	1,315	1,388	2,306	1,409	1,409	1,409	1,409
Department Mitigation Works							
Bushfire Awareness Campaign .....	1,000	1,000	1,000	1,010	1,020	1,030	1,030
Bushfire Risk Management Branch <sup>(c)</sup> .....	1,495	1,839	1,707	1,955	2,055	2,055	2,055
Memorandum of Understanding (MOU) Department of Education <sup>(d)</sup> .....	253	347	217	-	-	-	-
Unallocated Crown Land (UCL) <sup>(e)</sup>							
Department ESL Contribution .....	4,177	4,500	3,112	4,000	4,000	4,000	4,000
Department of Planning, Lands and Heritage (DPLH) Contribution .....	500	500	500	500	500	500	500
<b>TOTAL BUSHFIRE RISK MANAGEMENT .....</b>	<b>14,111</b>	<b>20,005</b>	<b>14,290</b>	<b>23,633</b>	<b>15,981</b>	<b>15,849</b>	<b>14,829</b>

(a) The 2020-21 Estimated Actual represents an underspend of \$7.4 million from 2020-21 Budget as a result of a number of factors including weather conditions, eligibility of local government to participate in the program and the COVID-19 pandemic impacting mitigation works. A carryover of these underspends has been provided for in the 2021-22 Budget Estimate.

(b) The Department administers bushfire mitigation activity grant funding on behalf of DPLH. The funding for this initiative is provided to DPLH from the RfR program. The table reflects the allocation of the funding to the Department based on estimates provided by DPLH.

(c) Includes three Bushfire Risk Management Officers that are part of the Bushfire Risk Management branch of the Rural Fire Division command.

(d) The MOU between the Department and Department of Education for the provision of bushfire risk services expired in June 2021 and a new MOU has not been finalised.

(e) The UCL budget is funded by DPLH and MAF ESL Grants program. The Department ESL contribution is estimated on an annual basis and transferred from grants program through the 2021-22 Mid-year Review process.

**Division 31**      **Office of the Director of Public Prosecutions**

**Part 7**            **Community Safety**

**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
<b>DELIVERY OF SERVICES</b>							
Item 66 Net amount appropriated to deliver services .....	38,390	39,407	39,215	42,785	44,449	47,464	51,816
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	3,315	3,763	3,763	3,325	3,340	3,369	3,391
Total appropriations provided to deliver services .....	41,705	43,170	42,978	46,110	47,789	50,833	55,207
<b>CAPITAL</b>							
Item 133 Capital Appropriation <sup>(a)</sup> .....	-	146	146	768	286	146	146
<b>TOTAL APPROPRIATIONS</b> .....	41,705	43,316	43,124	46,878	48,075	50,979	55,353
<b>EXPENSES</b>							
Total Cost of Services .....	48,455	49,676	53,028	51,672	53,690	56,976	61,350
Net Cost of Services <sup>(b) (c)</sup> .....	48,362	49,626	52,978	51,622	53,640	56,926	61,300
<b>CASH ASSETS</b> <sup>(d)</sup> .....	6,140	5,246	3,716	3,300	3,415	3,415	3,415

- (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 agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (d) As at 30 June each financial year.

**Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Office's Income Statement since presentation of the 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
<b>New Initiatives</b>					
Major Crime and Complex Prosecutions .....	-	1,039	-	-	-
Office Accommodation Costs .....	-	461	761	1,045	1,317
<b>Ongoing Initiatives</b>					
Cost and Demand Pressures .....	644	453	324	627	3,890
Legal Information Service.....	-	305	-	-	-
Reclassification of Asset Investment to Recurrent Expense.....	508	433	483	161	-
<b>Other</b>					
2020-21 Estimated Actual Outturn .....	2,200	-	-	-	-

## Significant Issues Impacting the Agency

1. The increasing number of complex prosecutions - particularly murder cases - originating from the State Crime Division of the Western Australia Police Force requires specialised brief-preparation processes to support the volume and sophistication of the evidence.
2. The indictable caseload managed by the Office is increasing and is projected to remain at an increased level across 2021-22 and the forward estimates period. Provisions have been made in the Budget and forward estimates period towards addressing this anticipated growth.
3. The Office anticipates further reforms to the criminal law in Western Australia over the forward estimates period that are likely to have a measurable impact on the indictable caseload. In addition to the commencement of new family violence offences in 2020-21, new offences accompanying the voluntary assisted dying laws and industrial manslaughter offences either will commence, or are expected to commence, in 2021-22.
4. In 2020-21, several lockdown periods resulting from the COVID-19 pandemic caused substantial disruptions to court proceedings, requiring trial re-listings and numerous procedural adjustments. Throughout these periods, resource and service demand pressures were sustained. The Office has received funding, underpinned by State population growth drivers, to address service demand pressure.
5. The Office successfully managed the transition of proceedings relating to dangerous sexual and violent offenders under the *High Risk Serious Offenders Act 2020* to the State Solicitor's Office from January 2021. The Office continues to be involved in these proceedings through its provision of information to the State Solicitor's Office relating to the offenders' predicated offences and prosecutions.
6. The Office continues to respond to the increasing use of technology in the criminal justice system, which is generating trends toward complex and resource-intensive prosecutions. Digitisation, automation and data collaboration are key initiatives that the Office will progress over the forward estimates period, in line with the Government's Digital WA Strategy. Investment in the readiness of the Office to support digitisation of records, service automation, workflow management and data exchange are key outcomes of these initiatives to provide a better prosecution service for the State.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Office'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
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	That the people of Western Australia are provided with a fair and just criminal prosecution service.	1. Criminal Prosecutions 2. Confiscation of Assets

## Service Summary

Expense	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. Criminal Prosecutions.....	44,966	46,426	49,298	48,422	50,440	53,726	58,100
2. Confiscation of Assets .....	3,489	3,250	3,730	3,250	3,250	3,250	3,250
<b>Total Cost of Services.....</b>	<b>48,455</b>	<b>49,676</b>	<b>53,028</b>	<b>51,672</b>	<b>53,690</b>	<b>56,976</b>	<b>61,350</b>

## Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
<b>Outcome: That the people of Western Australia are provided with a fair and just criminal prosecution service:</b>					
Early advice to court on charges: indictment filed within three months of committal .....	69.6%	85%	65.5%	85%	1
Establishing a case to answer .....	100%	98%	99.6%	98%	2
Convictions after trial .....	62.3%	50%	59.4%	50%	3
Application for a declaration of confiscations filed within four months of the drug trafficker declaration .....	16.9%	60%	10.7%	60%	4

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

## Explanation of Significant Movements

(Notes)

1. The number of indictments filed within three months of committal did not meet the 85% target as a result of the impacts from the COVID-19 lockdowns and interruption of service delivery across the broader justice system. This caused delays in cases progressing to committal stage and adjournments of committal hearings. The Office will continue to progress this backlog of committals through the 2021-22 financial year.
2. Establishing a case to answer refers to the completed trials that do not have a Judge-directed acquittal recorded against all charges over total completed trials. The 2020-21 Estimated Actual exceeded the 2020-21 Budget and was driven by the Office's robust pre-trial review process, which effectively identified unsuitable cases prior to trial, resulting in appropriate action and allocation of prosecutorial effort.
3. The 2020-21 Estimated Actual exceeded the 2020-21 Budget, reflecting the consistent approach of the Office in assessing and preparing matters prior to trial, and effectively preparing and prosecuting trials.
4. The Office manages drug trafficker declarations which includes confiscated property, land and assets. The preparation of applications for confiscations in these matters is a highly complex process and requires significant liaison with numerous engagements throughout the process, including input from participants across the justice system and stakeholders with interests in these seized assets. The length of time taken along with the increased complexity and prosecution work effort has contributed to the 2020-21 Estimated Actual remaining lower than the 2020-21 Budget.

## Services and Key Efficiency Indicators

### 1. Criminal Prosecutions

The Office conducts prosecutions against people accused of serious breaches of the State's criminal laws. These prosecutions are principally conducted on indictment in the Supreme and District Courts sitting at Perth as well as in major regional locations.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000 44,966	\$'000 46,426	\$'000 49,298	\$'000 48,422	
Less Income <sup>(a)</sup> .....	93	50	50	50	
Net Cost of Service .....	44,873	46,376	49,248	48,372	
<b>Employees (Full-Time Equivalents) .....</b>	<b>252</b>	<b>283</b>	<b>284</b>	<b>324</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Cost per prosecution .....	\$14,771	\$15,000	\$16,462	\$15,000	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. Full-time equivalents from the 2020-21 Actual to the 2021-22 Budget Target will increase as a result of the increase in demand and the activity across the broader justice system.
2. The 2020-21 Estimated Actual for the Cost per prosecution exceeded the 2020-21 Budget as a result of: fewer indictable cases caused by COVID-19 interruptions across the broader justice system; case backlogs that the Office is required to manage; the sustained increase in case management complexity driven by the increase in the volume of digital evidence; the costs required to securely manage this material; and the increases in court trial days.

### 2. Confiscation of Assets

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000 3,489	\$'000 3,250	\$'000 3,730	\$'000 3,250	1
Less Income <sup>(a)</sup> .....	nil	nil	nil	nil	
Net Cost of Service .....	3,489	3,250	3,730	3,250	
<b>Employees (Full-Time Equivalents) .....</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	
<b>Efficiency Indicators</b>					
Ratio of cost to return <sup>(b)</sup> .....	22.6%	25%	24.5%	25%	

(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 Ratio of cost to return is calculated by dividing the total Confiscations revenue collected by the total cost to operate the Office's Confiscations activity. The 2020-21 Estimated Actual is consistent with the planned ratio of cost to return expectations.

## Explanation of Significant Movements

(Notes)

1. The Total Cost of Services for the 2020-21 Estimated Actual is higher than the 2020-21 Budget by \$0.48 million as the Office responded to the demands of complex matters attributed to confiscations activity.

## 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
<b>WORKS IN PROGRESS</b>							
Desktop Devices .....	1,433	583	300	250	225	125	250
Digital Transformation and Service Enhancement .....	692	503	-	-	-	-	189
Print and Photocopy Services .....	279	165	25	-	-	114	-
<b>NEW WORKS</b>							
Furniture and Fittings, Portable and Attractive Items, Including Dictation and Transcript Equipment .....	200	-	-	100	-	-	100
Strategic Asset Portfolio .....	2,189	-	-	2,014	175	-	-
Prosecution Services - Video Recording and Conferencing .....	200	-	-	-	-	200	-
<b>Total Cost of Asset Investment Program .....</b>	<b>4,993</b>	<b>1,251</b>	<b>325</b>	<b>2,364</b>	<b>400</b>	<b>439</b>	<b>539</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			-	675	188	-	-
Drawdowns from the Holding Account .....			200	458	106	439	539
Internal Funds and Balances <sup>(a)</sup> .....			(899)	1,231	106	-	-
Other Grants and Subsidies .....			1,024	-	-	-	-
<b>Total Funding .....</b>			<b>325</b>	<b>2,364</b>	<b>400</b>	<b>439</b>	<b>539</b>

(a) 2020-21 Estimated Expenditure includes internal funds rollover to better align anticipated project cashflows.

## Financial Statements

### Income Statement

#### Expenses

1. The Total Cost of Services for the 2020-21 Estimated Actual is higher than the 2021-22 Budget Estimate as the Office responded to unavoidable service demand pressures to meet criminal prosecution caseloads whilst accommodating the significant interruptions across the broader justice pipeline caused by the COVID-19 lockdowns. The Total Cost of Services for the 2021-22 Budget Estimate increases by \$1.9 million compared to the 2020-21 Budget due to increased prosecutorial resources needed to address sector wide growth.

#### Income

2. The Other revenues in Income from State Government for the 2020-21 Estimated Actual is higher than the 2021-22 Budget Estimate by \$1.9 million represented by the distribution from the Confiscations Proceeds Account for exceeding the target collection levels.
3. The increase in Income from State Government between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate is largely driven by the increase in service appropriation provided to address cost and demand pressures, prosecution of complex crime and corruption cases, and accommodation needs for the Office's increasing workforce.

### Statement of Financial Position

4. Cash assets continue to decline from the 2019-20 Actual to below \$2.8 million in the 2021-22 Budget Estimate in an effort to operate within targeted cash limit measures in 2020-21 as the Office continues to maintain high-quality and responsive prosecution services through a period of significant disruption. Further, cash assets are expected to fund the Office's Asset Investment Program, resulting in the increase in Intangibles in the 2021-22 Budget Estimate.



**INCOME STATEMENT <sup>(a)</sup>**  
**(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
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	36,828	37,146	39,904	39,764	41,117	44,702	48,572
Supplies and services .....	3,738	2,794	4,042	3,135	3,222	2,955	2,845
Accommodation .....	4,292	4,254	4,254	4,410	4,943	5,018	5,294
Depreciation and amortisation .....	926	1,217	517	1,031	1,091	903	1,217
Finance and interest costs .....	9	13	13	19	21	19	19
Other expenses .....	2,662	4,252	4,298	3,313	3,296	3,379	3,403
<b>TOTAL COST OF SERVICES .....</b>	<b>48,455</b>	<b>49,676</b>	<b>53,028</b>	<b>51,672</b>	<b>53,690</b>	<b>56,976</b>	<b>61,350</b>
<b>Income</b>							
Other revenue .....	93	50	50	50	50	50	50
<b>Total Income .....</b>	<b>93</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>NET COST OF SERVICES <sup>(c)</sup> .....</b>	<b>48,362</b>	<b>49,626</b>	<b>52,978</b>	<b>51,622</b>	<b>53,640</b>	<b>56,926</b>	<b>61,300</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	41,705	43,170	42,978	46,110	47,789	50,833	55,207
Resources received free of charge .....	696	793	793	793	793	793	793
Other revenues .....	7,369	5,905	7,505	5,605	5,300	5,300	5,300
<b>TOTAL INCOME FROM STATE GOVERNMENT .....</b>	<b>49,770</b>	<b>49,868</b>	<b>51,276</b>	<b>52,508</b>	<b>53,882</b>	<b>56,926</b>	<b>61,300</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>1,408</b>	<b>242</b>	<b>(1,702)</b>	<b>886</b>	<b>242</b>	<b>-</b>	<b>-</b>

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 268, 300 and 340 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 <sup>(a)</sup>**  
**(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
<b>CURRENT ASSETS</b>							
Cash assets.....	5,611	4,717	3,187	2,771	2,886	2,886	2,886
Holding account receivables.....	400	1,000	258	150	439	539	539
Receivables.....	2,442	2,442	3,018	3,018	3,039	3,039	3,039
Other.....	180	180	180	180	180	180	180
<b>Total current assets.....</b>	<b>8,633</b>	<b>8,339</b>	<b>6,643</b>	<b>6,119</b>	<b>6,544</b>	<b>6,644</b>	<b>6,644</b>
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	5,366	5,624	5,874	6,597	7,279	7,643	8,321
Property, plant and equipment.....	1,177	663	1,263	1,088	1,165	946	749
Intangibles.....	701	1,799	701	2,440	1,746	1,585	1,250
Restricted cash.....	529	529	529	529	529	529	529
<b>Total non-current assets.....</b>	<b>7,773</b>	<b>8,615</b>	<b>8,367</b>	<b>10,654</b>	<b>10,719</b>	<b>10,703</b>	<b>10,849</b>
<b>TOTAL ASSETS.....</b>	<b>16,406</b>	<b>16,954</b>	<b>15,010</b>	<b>16,773</b>	<b>17,263</b>	<b>17,347</b>	<b>17,493</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	7,138	6,902	6,902	6,666	6,312	6,312	6,312
Payables.....	581	649	649	764	764	764	764
Other.....	508	508	508	508	508	508	508
<b>Total current liabilities.....</b>	<b>8,227</b>	<b>8,059</b>	<b>8,059</b>	<b>7,938</b>	<b>7,584</b>	<b>7,584</b>	<b>7,584</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	2,093	2,129	2,129	2,165	2,219	2,219	2,219
Borrowings and leases.....	318	410	410	404	366	304	304
<b>Total non-current liabilities.....</b>	<b>2,411</b>	<b>2,539</b>	<b>2,539</b>	<b>2,569</b>	<b>2,585</b>	<b>2,523</b>	<b>2,523</b>
<b>TOTAL LIABILITIES.....</b>	<b>10,638</b>	<b>10,598</b>	<b>10,598</b>	<b>10,507</b>	<b>10,169</b>	<b>10,107</b>	<b>10,107</b>
<b>EQUITY</b>							
Contributed equity.....	7,138	7,284	7,284	8,052	8,338	8,484	8,630
Accumulated surplus/(deficit).....	(1,370)	(1,128)	(3,072)	(2,186)	(1,944)	(1,944)	(1,944)
Other.....	-	200	200	400	700	700	700
<b>Total equity.....</b>	<b>5,768</b>	<b>6,356</b>	<b>4,412</b>	<b>6,266</b>	<b>7,094</b>	<b>7,240</b>	<b>7,386</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>16,406</b>	<b>16,954</b>	<b>15,010</b>	<b>16,773</b>	<b>17,263</b>	<b>17,347</b>	<b>17,493</b>

(a) Full audited financial statements are published in the Office'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
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations.....	40,684	41,904	42,412	45,037	46,668	49,930	53,990
Capital appropriation .....	-	146	146	768	286	146	146
Holding account drawdowns.....	308	408	200	458	150	439	539
Other.....	5,308	5,905	6,929	5,605	5,300	5,300	5,300
<b>Net cash provided by State Government.....</b>	<b>46,300</b>	<b>48,363</b>	<b>49,687</b>	<b>51,868</b>	<b>52,404</b>	<b>55,815</b>	<b>59,975</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(35,993)	(37,146)	(39,904)	(39,764)	(41,117)	(44,702)	(48,572)
Supplies and services .....	(2,145)	(1,303)	(2,551)	(1,644)	(1,730)	(1,664)	(1,554)
Accommodation .....	(4,307)	(4,254)	(4,254)	(4,410)	(4,943)	(5,018)	(5,294)
GST payments .....	(1,134)	(840)	(840)	(840)	(840)	(840)	(840)
Finance and interest costs.....	(9)	(13)	(13)	(19)	(21)	(19)	(19)
Other payments.....	(3,398)	(4,916)	(4,962)	(3,984)	(3,980)	(3,871)	(3,895)
<b>Receipts (c)</b>							
GST receipts .....	843	834	834	834	834	834	834
Other receipts .....	294	50	50	50	50	50	50
<b>Net cash from operating activities .....</b>	<b>(45,849)</b>	<b>(47,588)</b>	<b>(51,640)</b>	<b>(49,777)</b>	<b>(51,747)</b>	<b>(55,230)</b>	<b>(59,290)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(1,009)	(1,523)	(325)	(2,364)	(400)	(439)	(539)
<b>Net cash from investing activities.....</b>	<b>(1,009)</b>	<b>(1,523)</b>	<b>(325)</b>	<b>(2,364)</b>	<b>(400)</b>	<b>(439)</b>	<b>(539)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases .....	(178)	(146)	(146)	(143)	(142)	(146)	(146)
<b>Net cash from financing activities.....</b>	<b>(178)</b>	<b>(146)</b>	<b>(146)</b>	<b>(143)</b>	<b>(142)</b>	<b>(146)</b>	<b>(146)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>(736)</b>	<b>(894)</b>	<b>(2,424)</b>	<b>(416)</b>	<b>115</b>	<b>-</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	6,876	6,140	6,140	3,716	3,300	3,415	3,415
<b>Cash assets at the end of the reporting period .....</b>	<b>6,140</b>	<b>5,246</b>	<b>3,716</b>	<b>3,300</b>	<b>3,415</b>	<b>3,415</b>	<b>3,415</b>

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

**NET APPROPRIATION DETERMINATION**

	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
<b>Grants and Subsidies</b>							
Contribution from the Confiscation Proceeds Account.....	5,308	5,600	6,624	5,300	5,300	5,300	5,300
<b>GST Receipts</b>							
GST Input Credits.....	834	832	832	832	832	832	832
GST Receipts on Sales .....	9	2	2	2	2	2	2
<b>Other Receipts</b>							
Other Receipts.....	214	-	-	-	-	-	-
<b>User Contributions, Charges and Fees</b>							
Employee Contributions to Employee Vehicle Scheme.....	80	50	50	50	50	50	50
<b>TOTAL .....</b>	<b>6,445</b>	<b>6,484</b>	<b>7,508</b>	<b>6,184</b>	<b>6,184</b>	<b>6,184</b>	<b>6,184</b>

## Division 32 Corruption and Crime Commission

### Part 7 Community Safety

#### 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
<b>DELIVERY OF SERVICES</b>							
Item 67 Net amount appropriated to deliver services .....	26,473	26,882	26,831	27,351	27,387	27,824	28,128
<b>Amount Authorised by Other Statutes - Corruption, Crime and Misconduct Act 2003.....</b>	502	502	502	503	504	505	506
Total appropriations provided to deliver services .....	26,975	27,384	27,333	27,854	27,891	28,329	28,634
<b>CAPITAL</b>							
Item 134 Capital Appropriation <sup>(a)</sup> .....	241	243	268	219	215	249	208
<b>TOTAL APPROPRIATIONS .....</b>	27,216	27,627	27,601	28,073	28,106	28,578	28,842
<b>EXPENSES</b>							
Total Cost of Services .....	28,014	27,741	27,590	28,611	28,648	28,993	29,298
Net Cost of Services <sup>(b) (c)</sup> .....	27,791	27,701	27,550	28,571	28,608	28,953	29,258
<b>CASH ASSETS <sup>(d)</sup> .....</b>	9,257	9,080	9,729	9,551	9,373	9,195	9,017

(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 agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(d) As at 30 June each financial year.

#### Spending Changes

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

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
2021-22 Streamlined Budget Process Incentive Funding .....	-	254	-	-	-

## Significant Issues Impacting the Agency

1. Legislation was passed in July 2018 to amend the *Criminal Property Confiscation Act 2000* and the *Corruption, Crime and Misconduct Act 2003* (the CCM Act) to grant the Commission powers to investigate, initiate and conduct civil confiscation proceedings relating to unexplained wealth. The Commission has engaged an independent reviewer to consider and report on the Commission's work during the preceding three years. The outcome of this review will inform future decisions regarding the continuance of the function and its ongoing resourcing requirements.
2. The Commission must assess every allegation of serious misconduct or police misconduct under section 32 of the CCM Act. There is a trend of increasing allegations being assessed, with 1,447 (25%) more allegations assessed during 2020-21 compared to the previous year. The Commission continues to explore opportunities for process improvement, to address the level of allegations and assess future resources.

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	The integrity of the public sector continuously improves and the incidence of misconduct is reduced.	1. Assessing All Allegations of Serious Misconduct Received 2. Investigating Allegations of Serious Misconduct

### 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. Assessing All Allegations of Serious Misconduct Received .....	4,137	4,586	4,375	4,538	4,544	4,599	4,647
2. Investigating Allegations of Serious Misconduct .....	23,877	23,155	23,215	24,073	24,104	24,394	24,651
<b>Total Cost of Services.....</b>	<b>28,014</b>	<b>27,741</b>	<b>27,590</b>	<b>28,611</b>	<b>28,648</b>	<b>28,993</b>	<b>29,298</b>

### Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
<b>Outcome: The integrity of the public sector continuously improves and the incidence of misconduct is reduced:</b>					
Number of allegations received .....	5,743	5,000	7,190	5,000	1
Allegations as a percentage of people employed within public authorities under the Commission's jurisdiction .....	2.9%	2.6%	3.6%	2.6%	2
Number of investigations .....	59	50	58	50	3
Number of reports published .....	43	40	33	40	4

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

## Explanation of Significant Movements

(Notes)

1. The 2020-21 Estimated Actual is higher than the 2020-21 Budget as a result of different factors, including increased awareness and confidence in the work of the Commission, increased reporting, continued liaison with public sector agencies and continuous improvement within the assessment process.
2. The 2020-21 Estimated Actual is higher than the 2020-21 Budget due to the increased number of allegations received.
3. The 2020-21 Estimated Actual is higher than the 2020-21 Budget due to an increase in the number of self-initiated serious misconduct investigations conducted under section 26 of *Corruption, Crime and Misconduct Act 2003*.
4. The 2020-21 Estimated Actual is lower than the 2020-21 Budget as a result of the more complicated nature and increasing complexity of investigations completed during the year.

## Services and Key Efficiency Indicators

### 1. Assessing All Allegations of Serious Misconduct Received

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	4,137	4,586	4,375	4,538	
Less Income .....	7	5	5	6	
Net Cost of Service .....	4,130	4,581	4,370	4,532	
<b>Employees (Full-Time Equivalents) .....</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	
<b>Efficiency Indicators</b>					
Percentage of assessments completed within 28 days .....	84%	80%	81%	80%	
Average cost of assessment .....	\$720	\$917	\$578	\$908	1

## Explanation of Significant Movements

(Notes)

1. The 2020-21 Estimated Actual is lower than the 2020-21 Budget due to an increase in the number of allegations received, which is offset by an underspend in overhead costs.

## 2. Investigating Allegations of Serious Misconduct

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	23,877	23,155	23,215	24,073	
Less Income <sup>(a)</sup> .....	216	35	35	34	
Net Cost of Service .....	23,661	23,120	23,180	24,039	
<b>Employees (Full-Time Equivalents) .....</b>	<b>89</b>	<b>93</b>	<b>93</b>	<b>93</b>	
<b>Efficiency Indicators</b>					
Percentage of investigations completed within 12 months .....	83%	80%	67%	80%	1
Average time (days) to complete an investigation into serious misconduct....	246	350	347	350	

(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 2020-21 Estimated Actual is lower than the 2020-21 Budget due to the increased complexity and number of matters investigated by the Commission. Resources have been diverted from other investigative priorities to assist with unexplained wealth investigations and investigations relating to the Department of Communities which has negatively impacted on the time taken to complete matters.



## Asset Investment Program

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

	Estimated Total Cost \$'000	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
<b>COMPLETED WORKS</b>							
Office and Security Equipment - 2020-21 Program .....	60	60	60	-	-	-	-
Operations Support Equipment - 2020-21 Program .....	435	435	435	-	-	-	-
Technology and Business Support Systems 2020-21 Program .....	805	805	805	-	-	-	-
<b>NEW WORKS</b>							
Office and Security Equipment							
2021-22 Program .....	97	-	-	97	-	-	-
2022-23 Program .....	80	-	-	-	80	-	-
2023-24 Program .....	60	-	-	-	-	60	-
2024-25 Program .....	10	-	-	-	-	-	10
Operations Support Equipment							
2021-22 Program .....	398	-	-	398	-	-	-
2022-23 Program .....	925	-	-	-	925	-	-
2023-24 Program .....	775	-	-	-	-	775	-
2024-25 Program .....	740	-	-	-	-	-	740
Technology and Business Support Systems							
2021-22 Program .....	805	-	-	805	-	-	-
2022-23 Program .....	295	-	-	-	295	-	-
2023-24 Program .....	465	-	-	-	-	465	-
2024-25 Program .....	550	-	-	-	-	-	550
<b>Total Cost of Asset Investment Program .....</b>	<b>6,500</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
<b>FUNDED BY</b>							
Drawdowns from the Holding Account .....			1,300	1,300	1,300	1,300	1,300
<b>Total Funding .....</b>			<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>

## Financial Statements

INCOME STATEMENT <sup>(a)</sup>  
(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
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	18,449	18,789	18,789	18,883	19,107	19,337	19,560
Supplies and services .....	4,531	4,192	3,942	4,715	4,471	4,528	4,608
Accommodation .....	2,405	2,466	2,466	2,515	2,565	2,617	2,617
Depreciation and amortisation .....	1,708	1,433	1,543	1,766	1,764	1,760	1,759
Finance and interest costs .....	15	20	9	9	12	15	18
Other expenses .....	906	841	841	723	729	736	736
<b>TOTAL COST OF SERVICES .....</b>	<b>28,014</b>	<b>27,741</b>	<b>27,590</b>	<b>28,611</b>	<b>28,648</b>	<b>28,993</b>	<b>29,298</b>
<b>Income</b>							
Other revenue .....	223	40	40	40	40	40	40
<b>Total Income .....</b>	<b>223</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
<b>NET COST OF SERVICES <sup>(c)</sup> .....</b>	<b>27,791</b>	<b>27,701</b>	<b>27,550</b>	<b>28,571</b>	<b>28,608</b>	<b>28,953</b>	<b>29,258</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	26,975	27,384	27,333	27,854	27,891	28,329	28,634
Resources received free of charge .....	25	75	475	475	475	475	475
Other revenues .....	40	-	-	-	-	-	-
<b>TOTAL INCOME FROM STATE GOVERNMENT .....</b>	<b>27,040</b>	<b>27,459</b>	<b>27,808</b>	<b>28,329</b>	<b>28,366</b>	<b>28,804</b>	<b>29,109</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(751)</b>	<b>(242)</b>	<b>258</b>	<b>(242)</b>	<b>(242)</b>	<b>(149)</b>	<b>(149)</b>

(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 121, 125 and 125 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 <sup>(a)</sup>**  
**(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
<b>CURRENT ASSETS</b>							
Cash assets.....	8,997	8,755	9,404	9,161	8,918	8,675	8,432
Holding account receivables.....	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Receivables.....	319	319	319	319	319	319	319
Other.....	935	794	845	781	717	653	589
<b>Total current assets.....</b>	<b>11,551</b>	<b>11,168</b>	<b>11,868</b>	<b>11,561</b>	<b>11,254</b>	<b>10,947</b>	<b>10,640</b>
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	15,410	15,543	15,503	15,969	16,433	16,986	17,538
Property, plant and equipment.....	3,206	3,406	3,228	2,791	2,555	2,308	2,003
Receivables.....	145	145	145	145	145	145	145
Intangibles.....	223	408	408	483	408	748	623
Restricted cash.....	260	325	325	390	455	520	585
<b>Total non-current assets.....</b>	<b>19,244</b>	<b>19,827</b>	<b>19,609</b>	<b>19,778</b>	<b>19,996</b>	<b>20,707</b>	<b>20,894</b>
<b>TOTAL ASSETS.....</b>	<b>30,795</b>	<b>30,995</b>	<b>31,477</b>	<b>31,339</b>	<b>31,250</b>	<b>31,654</b>	<b>31,534</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	3,463	3,556	3,463	3,463	3,463	3,463	3,463
Payables.....	154	64	154	154	154	154	154
Borrowings and leases.....	274	241	217	211	219	214	220
Other.....	191	191	191	191	191	191	191
<b>Total current liabilities.....</b>	<b>4,082</b>	<b>4,052</b>	<b>4,025</b>	<b>4,019</b>	<b>4,027</b>	<b>4,022</b>	<b>4,028</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	956	955	956	956	956	956	956
Borrowings and leases.....	126	357	339	230	160	469	284
<b>Total non-current liabilities.....</b>	<b>1,082</b>	<b>1,312</b>	<b>1,295</b>	<b>1,186</b>	<b>1,116</b>	<b>1,425</b>	<b>1,240</b>
<b>TOTAL LIABILITIES.....</b>	<b>5,164</b>	<b>5,364</b>	<b>5,320</b>	<b>5,205</b>	<b>5,143</b>	<b>5,447</b>	<b>5,268</b>
<b>EQUITY</b>							
Contributed equity.....	12,466	13,808	12,734	12,953	13,168	13,417	13,625
Accumulated surplus/(deficit).....	13,165	11,823	13,423	13,181	12,939	12,790	12,641
<b>Total equity.....</b>	<b>25,631</b>	<b>25,631</b>	<b>26,157</b>	<b>26,134</b>	<b>26,107</b>	<b>26,207</b>	<b>26,266</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>30,795</b>	<b>30,995</b>	<b>31,477</b>	<b>31,339</b>	<b>31,250</b>	<b>31,654</b>	<b>31,534</b>

(a) Full audited financial statements are published in the Commission'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
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	25,742	25,951	25,940	26,088	26,127	26,476	26,782
Capital appropriation.....	241	243	268	219	215	249	208
Holding account drawdowns.....	1,300	1,300	1,300	1,300	1,300	1,300	1,300
<b>Net cash provided by State Government .....</b>	<b>27,283</b>	<b>27,494</b>	<b>27,508</b>	<b>27,607</b>	<b>27,642</b>	<b>28,025</b>	<b>28,290</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(18,033)	(18,729)	(18,729)	(18,823)	(19,047)	(19,277)	(19,500)
Supplies and services.....	(4,745)	(4,184)	(3,534)	(4,307)	(4,063)	(4,120)	(4,200)
Accommodation.....	(2,431)	(2,466)	(2,466)	(2,515)	(2,565)	(2,617)	(2,617)
GST payments.....	(907)	(1,112)	(1,112)	(1,112)	(1,112)	(1,112)	(1,112)
Finance and interest costs.....	(15)	(20)	(19)	(9)	(11)	(53)	(17)
Other payments .....	(1,071)	(774)	(774)	(656)	(662)	(669)	(669)
<b>Receipts</b>							
GST receipts.....	873	1,116	1,116	1,116	1,116	1,116	1,116
Other receipts .....	383	40	40	40	40	40	40
<b>Net cash from operating activities .....</b>	<b>(25,946)</b>	<b>(26,129)</b>	<b>(25,478)</b>	<b>(26,266)</b>	<b>(26,304)</b>	<b>(26,692)</b>	<b>(26,959)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(912)	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)
Proceeds from sale of non-current assets .....	1	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(911)</b>	<b>(1,300)</b>	<b>(1,300)</b>	<b>(1,300)</b>	<b>(1,300)</b>	<b>(1,300)</b>	<b>(1,300)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(256)	(243)	(258)	(219)	(216)	(211)	(209)
<b>Net cash from financing activities .....</b>	<b>(256)</b>	<b>(243)</b>	<b>(258)</b>	<b>(219)</b>	<b>(216)</b>	<b>(211)</b>	<b>(209)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>170</b>	<b>(178)</b>	<b>472</b>	<b>(178)</b>	<b>(178)</b>	<b>(178)</b>	<b>(178)</b>
Cash assets at the beginning of the reporting period .....	9,087	9,258	9,257	9,729	9,551	9,373	9,195
<b>Cash assets at the end of the reporting period .....</b>	<b>9,257</b>	<b>9,080</b>	<b>9,729</b>	<b>9,551</b>	<b>9,373</b>	<b>9,195</b>	<b>9,017</b>

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

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

## Division 33 Chemistry Centre (WA)

### Part 7 Community Safety

#### 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
<b>DELIVERY OF SERVICES</b>							
Item 68 Net amount appropriated to deliver services .....	7,757	6,788	6,788	6,771	6,802	6,974	7,005
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	251	251	251	252	253	254	255
Total appropriations provided to deliver services .....	8,008	7,039	7,039	7,023	7,055	7,228	7,260
<b>CAPITAL</b>							
Item 135 Capital Appropriation .....	2,500	2,500	2,500	2,500	2,500	2,500	2,500
<b>TOTAL APPROPRIATIONS .....</b>	<b>10,508</b>	<b>9,539</b>	<b>9,539</b>	<b>9,523</b>	<b>9,555</b>	<b>9,728</b>	<b>9,760</b>
<b>EXPENSES</b>							
Total Cost of Services .....	29,997	28,678	28,283	30,109	30,948	31,899	32,682
Net Cost of Services <sup>(a) (b)</sup> .....	24,175	22,861	22,404	24,181	24,944	25,782	26,486
<b>CASH ASSETS <sup>(c)</sup> .....</b>	<b>3,964</b>	<b>4,349</b>	<b>4,363</b>	<b>4,325</b>	<b>4,258</b>	<b>4,513</b>	<b>4,974</b>

(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 Centre'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
<b>Ongoing Initiatives</b>					
2021-22 Streamlined Budget Process Incentive Funding.....	-	67	-	-	-
Additional Analytical Services for Western Australia Police Force .....	-	1,041	1,460	1,978	2,264
<b>Other</b>					
2020-21 Estimated Actual Outturn .....	(377)	-	-	-	-

## Significant Issues Impacting the Agency

### Keeping the State Safe

1. The Centre works closely with police, the justice system and emergency services to help keep the State safe.
  - 1.1. There is increased demand for forensic analysis following the introduction of a new 'poly' offence for driving while affected by a combination of alcohol and drugs, as well as ongoing expansion of illicit drug testing capabilities.
  - 1.2. The development of a world-leading fibre database and considerable expertise in the area of fibre analysis, which supported the successful prosecution of Bradley Robert Edwards, is being further expanded in relation to cold case reviews. New state-of-the-art instrumentation is providing enhanced resolution and sensitivity and supports a broader approach to forensic analysis when determining and interpreting the value of materials as evidence.
  - 1.3. Emergency Response (ER) staff were among the first responders to several alleged chemical threats. ER staff are on call 24/7 to support the Department of Fire and Emergency Services in responding to hazardous chemical, biological or radiological threats that may impact public safety, public health and critical infrastructure.

### Supporting the State through Research and Innovation

2. The Centre continues to focus research and innovation efforts on applied and collaborative approaches to solve complex problems for the State's industrial, mining, agricultural, environmental and forensic sectors.
  - 2.1. The Centre is part of a collaborative research project into the risks of exposure to diesel particulate matter (DPM) - a known health hazard - in the mining industry. This research resulted in promoting a healthier workplace with a new workplace exposure standard for DPM applied to all Western Australian mines.
  - 2.2. As a partner in several Cooperative Research Centres (CRCs), including the CRC for Transformation in Mining Economies and the CRC for Future Battery Industries, the Centre is exploring opportunities for transformation beyond the life of mine operations and innovative approaches to support the growth of battery industries to power Western Australia's future.
  - 2.3. The Centre is examining the potential for hemp as a feed source for sheep as part of a research project led by the Department of Primary Industries and Regional Development in collaboration with Charles Sturt University in New South Wales. The project is examining the meat quality of sheep on a hemp diet, one of several projects being undertaken at the Centre to assist producers and manufacturers in emerging industries to value-add to their products.
  - 2.4. As part of the globally-significant scientific monitoring of Aboriginal rock art on Murujuga in the Burrup Peninsula, the Centre is providing specialist chemical analysis of air and water samples.
  - 2.5. The Centre's work in identifying 'designer drugs' is having an impact on emergency medicine research, through our involvement in the innovative Emerging Drugs Network of Australia project, a national program pioneered in Western Australia by the Centre and the Emergency Department of Royal Perth Hospital. The Centre's analysis is assisting medical specialists in the ongoing treatment of patients and has led to an early warning system to facilitate rapid and targeted harm reduction responses to help save lives and reduce the health impacts of illicit drug use in our community.
  - 2.6. The Centre's proteomics capabilities have developed unique methodologies to help determine cause of death in coronial cases. The Centre is the only laboratory in Australia to use a proteomic method capable of identifying the venom of 12 species of poisonous Australian snakes and the source of insulin. Research is being undertaken to examine how this work could be applied in the area of criminal justice.

### Supporting Business Enterprise and Job Creation

3. The Centre provides high quality chemical analysis to support local, national and international business including:
  - 3.1. working with indigenous groups and others to analyse and identify components, and associated therapeutic benefits or potential industrial use, of essential oils;
  - 3.2. assisting producers to verify the authenticity of products, such as honey, eggs and pork, for domestic and export markets;
  - 3.3. monitoring pesticides and herbicides to ensure fruit and vegetables meet Australian standards and are fit for human consumption; and
  - 3.4. Therapeutic Goods Administration accredited certification testing for medicinal cannabis manufacturers.

### Education and Collaboration

4. The Centre supports the State's commitment to increase participation in Science, Technology, Engineering and Mathematics education through postgraduate student supervision, school visits, guest lecturing, webinars, career expos, participation in science-related community events and other outreach activities.

### 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 Goals	Desired Outcomes	Services
WA Jobs Plan: Local manufacturing and production, creating WA jobs and training for the jobs of the future.	Quality research and development.	1. Research and Development
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	Quality scientific advice.	2. Commercial and Scientific Information and Advice
	Quality emergency response.	3. Emergency Response 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. Research and Development .....	2,712	2,598	2,720	2,896	2,976	3,068	3,143
2. Commercial and Scientific Information and Advice.....	25,296	23,996	23,551	25,071	25,770	26,562	27,214
3. Emergency Response Management .....	1,989	2,084	2,012	2,142	2,202	2,269	2,325
<b>Total Cost of Services.....</b>	<b>29,997</b>	<b>28,678</b>	<b>28,283</b>	<b>30,109</b>	<b>30,948</b>	<b>31,899</b>	<b>32,682</b>

## Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
<b>Outcome: Quality research and development:</b>					
Client satisfaction .....	83%	80%	84%	80%	
Contribution to scientific forums .....	45	70	60	70	1
<b>Outcome: Quality scientific advice:</b>					
Client satisfaction .....	89%	85%	89%	85%	
Proficiency rating for the accredited services .....	94%	95%	88%	95%	
<b>Outcome: Quality emergency response:</b>					
Average mobilisation time for emergency response incidents.....	14 minutes	20 minutes	16 minutes	20 minutes	
Availability of emergency response workforce to meet agreed inter-agency requirements.....	100%	100%	100%	100%	

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

## Explanation of Significant Movements

(Notes)

- The 2020-21 Estimated Actual contributions to scientific forums were 15 higher than the 2019-20 Actual and 10 lower than the 2020-21 Budget Target. The increase compared to the prior year is partly attributable to increased online outreach and scientific conferencing undertaken by the Centre. However, this has not fully offset the overall decline in opportunities presented by the ongoing COVID-19 related conditions.



## Services and Key Efficiency Indicators

### 1. Research and Development

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000 2,712	\$'000 2,598	\$'000 2,720	\$'000 2,896	
Less Income <sup>(a)</sup> .....	1,508	1,676	1,200	1,210	1
Net Cost of Service .....	1,204	922	1,520	1,686	
Employees (Full-Time Equivalents) .....	7	7	9	9	
<b>Efficiency Indicators</b>					
Publications per research and development full-time equivalent .....	3.0	4.2	3.3	4.2	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 2020-21 Estimated Actual Income was \$0.5 million lower than the 2020-21 Budget primarily due to a higher proportion of research funding originating from Government agencies and the deferral of some research projects due to COVID-19.
2. The 2020-21 Estimated Actual results were lower than the 2020-21 Budget primarily due to the cancellation or deferral of a number of research conferences and activities as a result of COVID-19.

### 2. Commercial and Scientific Information and Advice

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000 25,296	\$'000 23,996	\$'000 23,551	\$'000 25,071	1
Less Income <sup>(a)</sup> .....	4,314	4,141	4,679	4,718	2
Net Cost of Service .....	20,982	19,855	18,872	20,353	
Employees (Full-Time Equivalents) .....	103	100	99	105	
<b>Efficiency Indicators</b>					
Average cost of providing commercial scientific information and advice per applicable full-time equivalent .....	\$242,000	\$240,000	\$240,000	\$243,000	

(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 \$1.7 million decrease in the 2020-21 Estimated Actual Total Cost of Service in comparison to the 2019-20 Actual is primarily attributable to a \$0.8 million drawdown from the Accommodation Sinking Fund (laboratory fitting replacements) and other one-off costs incurred in the prior year, as well as the deferral of some planned 2020-21 activities due to COVID-19 conditions.
2. The \$0.5 million increase in 2020-21 Estimated Actual Income over the 2020-21 Budget is attributable to improved trading conditions during the year.

### 3. Emergency Response Management

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	1,989	2,084	2,012	2,142	
Less Income <sup>(a)</sup> .....	nil	nil	nil	nil	
Net Cost of Service .....	1,989	2,084	2,012	2,142	
Employees (Full-Time Equivalents) .....	7	7	7	7	
<b>Efficiency Indicators</b>					
Average cost to maintain an emergency response capability per Western Australian .....	\$0.75	\$0.80	\$0.75	\$0.80	

(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.

## Asset Investment Program

1. In 2021-22, the Asset Investment Program totals \$2.5 million to be spent on the acquisition of replacement key scientific equipment to ensure that the Centre continues to provide high quality specialised services across Government and non-government clients. In addition, some capital will continue to be invested to progress automation and innovation through the modernisation of the laboratory information management system.

	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
<b>COMPLETED WORKS</b>							
Capital Equipment Replacement - 2020-21 Program .....	2,500	2,500	2,500	-	-	-	-
<b>NEW WORKS</b>							
Capital Equipment Replacement							
2021-22 Program .....	2,500	-	-	2,500	-	-	-
2022-23 Program .....	2,500	-	-	-	2,500	-	-
2023-24 Program .....	2,500	-	-	-	-	2,500	-
2024-25 Program .....	2,500	-	-	-	-	-	2,500
<b>Total Cost of Asset Investment Program .....</b>	<b>12,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			2,500	2,500	2,500	2,500	2,500
<b>Total Funding .....</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>

## Financial Statements

### Income Statement

#### Expenses

1. The 2021-22 Budget Estimate for Total Cost of Services of \$30.1 million is \$1.8 million higher than the 2020-21 Estimated Actual and \$1.4 million higher than the 2020-21 Budget. The increase reflects the laboratory costs of servicing higher levels of Western Australia Police Force forensic activities and the undertaking of research and other activities that were deferred in 2020-21 due to the COVID-19 pandemic.

#### Income

2. The 2021-22 Budget Estimate for Total Income from State Government is \$1.1 million higher than the 2020-21 Budget primarily reflecting increased Western Australia Police Force funding for forensic activities.

### Statement of Financial Position

3. Total assets are expected to increase by \$1.3 million between 2020-21 and 2021-22. This is primarily attributable to the replacement of key scientific equipment and software as outlined in the Asset Investment Program and ongoing contributions to the Accommodation Sinking Fund for future building works expected to be undertaken.

#### INCOME STATEMENT <sup>(a)</sup> (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
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	15,566	14,906	14,962	15,743	16,173	16,675	17,083
Supplies and services .....	2,998	2,471	2,589	2,728	2,848	2,984	3,045
Accommodation .....	6,519	5,705	5,599	5,744	5,763	5,785	5,790
Depreciation and amortisation .....	1,708	2,033	2,025	2,065	2,270	2,435	2,694
Finance and interest costs .....	3	5	2	4	4	10	10
Other expenses .....	3,203	3,558	3,106	3,825	3,890	4,010	4,060
<b>TOTAL COST OF SERVICES .....</b>	<b>29,997</b>	<b>28,678</b>	<b>28,283</b>	<b>30,109</b>	<b>30,948</b>	<b>31,899</b>	<b>32,682</b>
<b>Income</b>							
Sale of goods and services .....	5,763	5,746	5,844	5,855	5,931	6,044	6,123
Other revenue .....	59	71	35	73	73	73	73
<b>Total Income .....</b>	<b>5,822</b>	<b>5,817</b>	<b>5,879</b>	<b>5,928</b>	<b>6,004</b>	<b>6,117</b>	<b>6,196</b>
<b>NET COST OF SERVICES <sup>(c)</sup> .....</b>	<b>24,175</b>	<b>22,861</b>	<b>22,404</b>	<b>24,181</b>	<b>24,944</b>	<b>25,782</b>	<b>26,486</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	8,008	7,039	7,039	7,023	7,055	7,228	7,260
Resources received free of charge .....	23	-	10	10	-	10	10
Other revenues .....	15,208	14,629	15,499	15,775	16,305	16,941	17,342
<b>TOTAL INCOME FROM STATE GOVERNMENT .....</b>	<b>23,239</b>	<b>21,668</b>	<b>22,548</b>	<b>22,808</b>	<b>23,360</b>	<b>24,179</b>	<b>24,612</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(936)</b>	<b>(1,193)</b>	<b>144</b>	<b>(1,373)</b>	<b>(1,584)</b>	<b>(1,603)</b>	<b>(1,874)</b>

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 137, 135 and 141 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 <sup>(a)</sup>**  
**(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
<b>CURRENT ASSETS</b>							
Cash assets.....	3,475	3,560	4,036	3,868	3,821	4,096	4,617
Restricted cash.....	489	789	327	457	437	417	357
Receivables.....	1,666	1,697	1,995	2,479	2,956	3,308	2,959
Other.....	182	182	660	660	760	770	770
<b>Total current assets.....</b>	<b>5,812</b>	<b>6,228</b>	<b>7,018</b>	<b>7,464</b>	<b>7,974</b>	<b>8,591</b>	<b>8,703</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	6,739	7,253	6,829	7,321	7,623	7,799	7,500
Intangibles.....	612	598	929	895	855	803	936
Other.....	3,443	3,838	3,661	4,059	4,458	4,857	5,256
<b>Total non-current assets.....</b>	<b>10,794</b>	<b>11,689</b>	<b>11,419</b>	<b>12,275</b>	<b>12,936</b>	<b>13,459</b>	<b>13,692</b>
<b>TOTAL ASSETS.....</b>	<b>16,606</b>	<b>17,917</b>	<b>18,437</b>	<b>19,739</b>	<b>20,910</b>	<b>22,050</b>	<b>22,395</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	2,579	2,579	2,684	2,684	2,684	2,684	2,684
Payables.....	578	527	254	254	254	254	254
Borrowings and leases.....	51	51	53	24	24	24	24
Other.....	1,282	1,282	923	1,053	1,233	1,363	1,000
<b>Total current liabilities.....</b>	<b>4,490</b>	<b>4,439</b>	<b>3,914</b>	<b>4,015</b>	<b>4,195</b>	<b>4,325</b>	<b>3,962</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	1,477	1,477	1,239	1,239	1,239	1,239	1,239
Borrowings and leases.....	59	34	40	33	26	57	57
Other.....	36	36	36	36	36	36	36
<b>Total non-current liabilities.....</b>	<b>1,572</b>	<b>1,547</b>	<b>1,315</b>	<b>1,308</b>	<b>1,301</b>	<b>1,332</b>	<b>1,332</b>
<b>TOTAL LIABILITIES.....</b>	<b>6,062</b>	<b>5,986</b>	<b>5,229</b>	<b>5,323</b>	<b>5,496</b>	<b>5,657</b>	<b>5,294</b>
<b>EQUITY</b>							
Contributed equity.....	16,026	18,526	18,526	21,026	23,526	26,026	28,526
Accumulated surplus/(deficit).....	(5,482)	(6,595)	(5,318)	(6,610)	(8,112)	(9,633)	(11,425)
<b>Total equity.....</b>	<b>10,544</b>	<b>11,931</b>	<b>13,208</b>	<b>14,416</b>	<b>15,414</b>	<b>16,393</b>	<b>17,101</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>16,606</b>	<b>17,917</b>	<b>18,437</b>	<b>19,739</b>	<b>20,910</b>	<b>22,050</b>	<b>22,395</b>

(a) Full audited financial statements are published in the Centre'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
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	8,008	7,039	7,039	7,023	7,055	7,228	7,260
Capital appropriation.....	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Other.....	15,392	14,629	15,521	15,675	16,074	16,830	17,164
<b>Net cash provided by State Government .....</b>	<b>25,900</b>	<b>24,168</b>	<b>25,060</b>	<b>25,198</b>	<b>25,629</b>	<b>26,558</b>	<b>26,924</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(15,046)	(14,826)	(14,949)	(15,662)	(16,150)	(16,652)	(16,987)
Supplies and services.....	(3,022)	(2,522)	(2,640)	(2,728)	(2,888)	(2,994)	(3,132)
Accommodation.....	(6,610)	(5,937)	(6,291)	(5,977)	(5,972)	(5,991)	(5,996)
GST payments.....	(2,132)	(1,987)	(1,883)	(1,991)	(2,015)	(2,207)	(2,095)
Finance and interest costs.....	(3)	(5)	(2)	(4)	(4)	(10)	-
Other payments .....	(3,062)	(3,661)	(3,474)	(3,867)	(4,019)	(3,993)	(4,169)
<b>Receipts</b>							
Sale of goods and services.....	5,719	5,716	5,070	5,552	5,866	5,885	6,357
GST receipts.....	2,111	1,986	2,059	1,989	2,014	2,176	2,095
Other receipts.....	10	11	12	11	11	11	-
<b>Net cash from operating activities .....</b>	<b>(22,035)</b>	<b>(21,225)</b>	<b>(22,098)</b>	<b>(22,677)</b>	<b>(23,157)</b>	<b>(23,775)</b>	<b>(23,927)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(2,514)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
<b>Net cash from investing activities .....</b>	<b>(2,514)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(64)	(58)	(63)	(59)	(39)	(28)	(36)
<b>Net cash from financing activities .....</b>	<b>(64)</b>	<b>(58)</b>	<b>(63)</b>	<b>(59)</b>	<b>(39)</b>	<b>(28)</b>	<b>(36)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>1,287</b>	<b>385</b>	<b>399</b>	<b>(38)</b>	<b>(67)</b>	<b>255</b>	<b>461</b>
Cash assets at the beginning of the reporting period .....	2,129	3,964	3,964	4,363	4,325	4,258	4,513
Net cash transferred to/from other agencies .....	548	-	-	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>3,964</b>	<b>4,349</b>	<b>4,363</b>	<b>4,325</b>	<b>4,258</b>	<b>4,513</b>	<b>4,974</b>

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

**Part 7**              **Community Safety**

**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
<b>DELIVERY OF SERVICES</b>							
Item 69 Net amount appropriated to deliver services .....	3,267	3,275	3,275	3,353	3,350	3,415	3,453
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	247	247	247	249	250	251	252
Total appropriations provided to deliver services .....	3,514	3,522	3,522	3,602	3,600	3,666	3,705
<b>CAPITAL</b>							
Item 136 Capital Appropriation .....	227	227	227	236	244	219	219
<b>TOTAL APPROPRIATIONS</b> .....	3,741	3,749	3,749	3,838	3,844	3,885	3,924
<b>EXPENSES</b>							
Total Cost of Services .....	3,388	3,609	3,609	3,689	3,687	3,753	3,792
Net Cost of Services (a) (b) .....	3,376	3,604	3,604	3,684	3,682	3,748	3,787
<b>CASH ASSETS</b> (c) .....	391	362	362	343	324	333	342

- (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 Office's Income Statement since presentation of the 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
2021-22 Streamlined Budget Process Incentive Funding.....	-	31	-	-	-

**Significant Issues Impacting the Agency**

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

## 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 Office'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
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	The Parliament, Minister and other stakeholders are informed on the performance of custodial services.	1. Inspection and Review of Custodial Services

### 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. Inspection and Review of Custodial Services.....	3,388	3,609	3,609	3,689	3,687	3,753	3,792
<b>Total Cost of Services.....</b>	<b>3,388</b>	<b>3,609</b>	<b>3,609</b>	<b>3,689</b>	<b>3,687</b>	<b>3,753</b>	<b>3,792</b>

### Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
<b>Outcome: The Parliament, Minister and other stakeholders are informed on the performance of custodial services:</b>					
Number of recommendations made .....	57	100	91	100	1
Percentage of recommendations accepted .....	77%	80%	86%	80%	

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

### Explanation of Significant Movements

(Notes)

1. The number of recommendations in the 2020-21 Estimated Actual is below the 2020-21 Budget because the Office operates on a three year inspection cycle for each prison, juvenile detention centre, court custody centre and prescribed lockup. The number of recommendations made may vary depending on which facilities are inspected in a given year and the complexity of each inspection.

## Services and Key Efficiency Indicators

### 1. Inspection and Review of Custodial Services

Inspection of prisons, court custody centres and juvenile detention centres, coordination of the independent visitor service and review of custodial services.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service .....	\$'000 3,388	\$'000 3,609	\$'000 3,609	\$'000 3,689	
Less Income .....	12	5	5	5	
Net Cost of Service .....	3,376	3,604	3,604	3,684	
Employees (Full-Time Equivalents) .....	18	18	17	18	
<b>Efficiency Indicators</b>					
Average cost per report .....	\$323	\$245	\$341	\$245	1
Average cost per independent visitor service report .....	\$2	\$2	\$3	\$2	2
Average cost per liaison visit .....	\$9	\$10	\$9	\$10	3

### Explanation of Significant Movements

(Notes)

1. The increase in the Average cost per report in the 2020-21 Estimated Actual compared to the 2020-21 Budget was the result of fewer reports being produced due to COVID-19 delays.
2. The increase in the Average cost per independent visitor service report in the 2020-21 Estimated Actual compared to the 2020-21 Budget was due to fewer reports being produced because of COVID-19 restrictions impacting entry to custodial facilities.
3. The decrease in the Average cost per liaison visit in the 2020-21 Estimated Actual compared to the 2020-21 Budget was the result of additional liaison visits being undertaken.



## Financial Statements

### INCOME STATEMENT <sup>(a)</sup> (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
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	2,313	2,465	2,465	2,465	2,493	2,524	2,553
Supplies and services .....	581	440	440	525	503	510	520
Accommodation .....	323	86	86	88	89	89	89
Depreciation and amortisation .....	10	244	244	244	243	243	243
Finance and interest costs .....	1	21	21	14	5	31	31
Other expenses .....	160	353	353	353	354	356	356
<b>TOTAL COST OF SERVICES .....</b>	<b>3,388</b>	<b>3,609</b>	<b>3,609</b>	<b>3,689</b>	<b>3,687</b>	<b>3,753</b>	<b>3,792</b>
<b>Income</b>							
Other revenue .....	12	5	5	5	5	5	5
<b>Total Income .....</b>	<b>12</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>NET COST OF SERVICES .....</b>	<b>3,376</b>	<b>3,604</b>	<b>3,604</b>	<b>3,684</b>	<b>3,682</b>	<b>3,748</b>	<b>3,787</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	3,514	3,522	3,522	3,602	3,600	3,666	3,705
Resources received free of charge .....	91	88	88	88	88	88	88
<b>TOTAL INCOME FROM STATE GOVERNMENT .....</b>	<b>3,605</b>	<b>3,610</b>	<b>3,610</b>	<b>3,690</b>	<b>3,688</b>	<b>3,754</b>	<b>3,793</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>229</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 18, 17 and 18 respectively.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(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
<b>CURRENT ASSETS</b>							
Cash assets.....	369	362	340	321	302	311	320
Holding account receivables.....	-	-	-	1	1	2	2
Receivables.....	29	29	29	29	29	29	29
Other.....	27	27	27	27	27	27	27
<b>Total current assets.....</b>	<b>425</b>	<b>418</b>	<b>396</b>	<b>378</b>	<b>359</b>	<b>369</b>	<b>378</b>
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	397	660	660	923	1,186	1,421	1,657
Property, plant and equipment.....	23	(220)	6	21	22	33	33
Restricted cash.....	22	-	22	22	22	22	22
Other.....	-	227	-	-	-	-	-
<b>Total non-current assets.....</b>	<b>442</b>	<b>667</b>	<b>688</b>	<b>966</b>	<b>1,230</b>	<b>1,476</b>	<b>1,712</b>
<b>TOTAL ASSETS.....</b>	<b>867</b>	<b>1,085</b>	<b>1,084</b>	<b>1,344</b>	<b>1,589</b>	<b>1,845</b>	<b>2,090</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	535	535	535	535	535	535	535
Payables.....	69	62	62	65	68	71	91
Borrowings and leases.....	9	8	8	9	7	9	9
Other.....	62	62	62	62	62	62	62
<b>Total current liabilities.....</b>	<b>675</b>	<b>667</b>	<b>667</b>	<b>671</b>	<b>672</b>	<b>677</b>	<b>697</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	64	64	64	64	64	64	64
Borrowings and leases.....	15	7	7	21	15	41	41
<b>Total non-current liabilities.....</b>	<b>79</b>	<b>71</b>	<b>71</b>	<b>85</b>	<b>79</b>	<b>105</b>	<b>105</b>
<b>TOTAL LIABILITIES.....</b>	<b>754</b>	<b>738</b>	<b>738</b>	<b>756</b>	<b>751</b>	<b>782</b>	<b>802</b>
<b>EQUITY</b>							
Contributed equity.....	501	728	728	964	1,208	1,427	1,646
Accumulated surplus/(deficit).....	(388)	(381)	(382)	(376)	(370)	(364)	(358)
<b>Total equity.....</b>	<b>113</b>	<b>347</b>	<b>346</b>	<b>588</b>	<b>838</b>	<b>1,063</b>	<b>1,288</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>867</b>	<b>1,085</b>	<b>1,084</b>	<b>1,344</b>	<b>1,589</b>	<b>1,845</b>	<b>2,090</b>

(a) Full audited financial statements are published in the Office'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
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	3,272	3,259	3,259	3,338	3,337	3,430	3,469
Capital appropriation .....	227	227	227	236	244	219	219
<b>Net cash provided by State Government .....</b>	<b>3,499</b>	<b>3,486</b>	<b>3,486</b>	<b>3,574</b>	<b>3,581</b>	<b>3,649</b>	<b>3,688</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(2,480)	(2,465)	(2,465)	(2,465)	(2,493)	(2,524)	(2,553)
Supplies and services .....	(568)	(358)	(358)	(433)	(411)	(418)	(428)
Accommodation .....	(342)	(86)	(86)	(88)	(89)	(89)	(89)
GST payments .....	(103)	(42)	(42)	(42)	(42)	(42)	(42)
Finance and interest costs .....	(1)	(21)	(21)	(14)	(5)	(31)	(31)
Other payments .....	(160)	(354)	(354)	(354)	(355)	(357)	(357)
<b>Receipts (c)</b>							
GST receipts .....	106	42	42	42	42	42	42
Other receipts .....	186	5	5	5	5	5	5
<b>Net cash from operating activities .....</b>	<b>(3,362)</b>	<b>(3,279)</b>	<b>(3,279)</b>	<b>(3,349)</b>	<b>(3,348)</b>	<b>(3,414)</b>	<b>(3,453)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases .....	-	(236)	(236)	(244)	(252)	(226)	(226)
<b>Net cash from financing activities .....</b>	<b>-</b>	<b>(236)</b>	<b>(236)</b>	<b>(244)</b>	<b>(252)</b>	<b>(226)</b>	<b>(226)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>137</b>	<b>(29)</b>	<b>(29)</b>	<b>(19)</b>	<b>(19)</b>	<b>9</b>	<b>9</b>
Cash assets at the beginning of the reporting period .....	254	391	391	362	343	324	333
<b>Cash assets at the end of the reporting period .....</b>	<b>391</b>	<b>362</b>	<b>362</b>	<b>343</b>	<b>324</b>	<b>333</b>	<b>342</b>

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

**NET APPROPRIATION DETERMINATION**

	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
<b>GST Receipts</b>							
GST Input Credits .....	106	42	42	42	42	42	42
<b>Other Receipts</b>							
Other Receipts .....	186	5	5	5	5	5	5
<b>TOTAL .....</b>	<b>292</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>

# Division 35 Parliamentary Inspector of the Corruption and Crime Commission

## Part 7 Community Safety

### 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
<b>DELIVERY OF SERVICES</b>							
Item 70 Net amount appropriated to deliver services .....	516	480	480	488	486	504	506
<b>Amount Authorised by Other Statutes - Corruption and Crime Commission Act 2003.....</b>	179	179	179	180	181	182	183
Total appropriations provided to deliver services .....	695	659	659	668	667	686	689
<b>TOTAL APPROPRIATIONS .....</b>	695	659	659	668	667	686	689
<b>EXPENSES</b>							
Total Cost of Services .....	644	809	809	810	809	828	831
Net Cost of Services (a) (b) .....	644	809	809	810	809	828	831
<b>CASH ASSETS (c) .....</b>	351	343	343	343	343	343	343

- (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 Office's Income Statement since presentation of the 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
2021-22 Streamlined Budget Process Incentive Funding.....	-	5	-	-	-

### Significant Issues Impacting the Agency

- On 23 November 2020, Mr Matthew Zilko SC was appointed as Parliamentary Inspector of the Corruption and Crime Commission for a five year term. This appointment filled the vacancy left by the retirement of the late Hon Michael Murray AM QC on 31 March 2020. Both the Hon John Chaney SC and Mr Matthew Howard SC remain as acting Parliamentary Inspectors as required.

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Office'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.	An informed Parliament on the integrity of the Corruption and Crime Commission.	1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations

### Service Summary

Expense	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. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations .....	644	809	809	810	809	828	831
<b>Total Cost of Services.....</b>	<b>644</b>	<b>809</b>	<b>809</b>	<b>810</b>	<b>809</b>	<b>828</b>	<b>831</b>

### Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
<b>Outcome: An informed Parliament on the integrity of the Corruption and Crime Commission:</b>					
Number of reports completed and tabled in Parliament within target timeframes .....	1	1	1	1	

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

### Services and Key Efficiency Indicators

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	644	809	809	810	
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	644	809	809	810	
<b>Employees (Full-Time Equivalents) .....</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	
<b>Efficiency Indicators</b>					
Average cost per investigation/case .....	\$10,005	\$8,668	\$5,056	\$5,500	1
Cost of audit function as a percentage of total cost of operations .....	13%	40%	35%	38%	2

## Explanation of Significant Movements

(Notes)

1. The 2020-21 Estimated Actual (\$5,056) for the Average cost per investigation/case is 41.7% lower than the 2020-21 Budget (\$8,668) because there were a higher number of investigations/cases undertaken in 2020-21 than budgeted. The 2021-22 Budget Target (\$5,500) for the Average cost per investigation/case reflects that a similarly high number of investigations/cases is expected to be carried out in 2021-22.
2. The 2020-21 Estimated Actual (35%) for the Cost of audit function as a percentage of total cost of operations is lower than the 2020-21 Budget (40%) due to the higher number of investigations/cases undertaken in 2020-21 than budgeted, which meant that a greater proportion of the Office's resources were devoted to the investigation function than to the audit function.

## Financial Statements

### INCOME STATEMENT <sup>(a)</sup> (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
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	326	455	455	457	460	464	468
Supplies and services .....	156	210	210	203	200	200	200
Accommodation .....	85	72	72	75	79	93	93
Depreciation and amortisation .....	32	32	32	32	32	32	30
Other expenses .....	45	40	40	43	38	39	40
<b>TOTAL COST OF SERVICES .....</b>	<b>644</b>	<b>809</b>	<b>809</b>	<b>810</b>	<b>809</b>	<b>828</b>	<b>831</b>
<b>NET COST OF SERVICES <sup>(c)</sup> .....</b>	<b>644</b>	<b>809</b>	<b>809</b>	<b>810</b>	<b>809</b>	<b>828</b>	<b>831</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations .....	695	659	659	668	667	686	689
Resources received free of charge .....	140	142	142	142	142	142	142
<b>TOTAL INCOME FROM STATE GOVERNMENT .....</b>	<b>835</b>	<b>801</b>	<b>801</b>	<b>810</b>	<b>809</b>	<b>828</b>	<b>831</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>191</b>	<b>(8)</b>	<b>(8)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 2, 2 and 2 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 <sup>(a)</sup>**  
**(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
<b>CURRENT ASSETS</b>							
Cash assets.....	351	343	343	343	343	343	343
Receivables.....	2	2	2	2	2	2	2
Other.....	8	8	8	8	8	8	8
Total current assets.....	361	353	353	353	353	353	353
<b>NON-CURRENT ASSETS</b>							
Holding account receivables.....	259	291	291	323	355	387	417
Property, plant and equipment.....	158	126	126	94	62	30	-
Total non-current assets.....	417	417	417	417	417	417	417
<b>TOTAL ASSETS</b> .....	<b>778</b>	<b>770</b>	<b>770</b>	<b>770</b>	<b>770</b>	<b>770</b>	<b>770</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	74	74	74	74	74	74	74
Total current liabilities.....	74	74	74	74	74	74	74
<b>EQUITY</b>							
Contributed equity.....	160	160	160	160	160	160	160
Accumulated surplus/(deficit).....	544	536	536	536	536	536	536
<b>Total equity</b> .....	<b>704</b>	<b>696</b>	<b>696</b>	<b>696</b>	<b>696</b>	<b>696</b>	<b>696</b>
<b>TOTAL LIABILITIES AND EQUITY</b> .....	<b>778</b>	<b>770</b>	<b>770</b>	<b>770</b>	<b>770</b>	<b>770</b>	<b>770</b>

(a) Full audited financial statements are published in the Office'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
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations .....	663	627	627	636	635	654	659
<b>Net cash provided by State Government .....</b>	<b>663</b>	<b>627</b>	<b>627</b>	<b>636</b>	<b>635</b>	<b>654</b>	<b>659</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(654)	(455)	(455)	(457)	(460)	(464)	(468)
Supplies and services .....	(16)	(69)	(69)	(62)	(59)	(59)	(59)
Accommodation .....	(85)	(72)	(72)	(75)	(79)	(93)	(93)
GST payments .....	(14)	(16)	(16)	(16)	(16)	(16)	(16)
Other payments .....	(56)	(39)	(39)	(42)	(37)	(38)	(39)
<b>Receipts (c)</b>							
GST receipts .....	16	16	16	16	16	16	16
<b>Net cash from operating activities .....</b>	<b>(809)</b>	<b>(635)</b>	<b>(635)</b>	<b>(636)</b>	<b>(635)</b>	<b>(654)</b>	<b>(659)</b>
Cash assets at the beginning of the reporting period .....	497	351	351	343	343	343	343
<b>Cash assets at the end of the reporting period .....</b>	<b>351</b>	<b>343</b>	<b>343</b>	<b>343</b>	<b>343</b>	<b>343</b>	<b>343</b>

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

**NET APPROPRIATION DETERMINATION (a)**

	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
<b>GST Receipts</b>							
GST Input Credits .....	16	16	16	16	16	16	16
<b>TOTAL .....</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

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