

## Part 2

### Government Administration

#### Introduction

The Government Administration portfolio works for the people of Western Australia and supports the Premier and Cabinet. It delivers the Government's objectives through management of Government policy, provision of strategic policy advice, coordination of cross-agency solutions, public sector leadership and promotion of an efficient and effective public sector.

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000
Premier and Cabinet		
– Total Cost of Services .....	225,967	202,539
– Asset Investment Program .....	3,081	761
Public Sector Commission		
– Total Cost of Services .....	29,522	31,008
– Asset Investment Program .....	100	109
Governor's Establishment		
– Total Cost of Services .....	7,855	7,768
– Asset Investment Program .....	2,949	366
Western Australian Electoral Commission		
– Total Cost of Services .....	13,766	10,008
– Asset Investment Program .....	267	267
Salaries and Allowances Tribunal		
– Total Cost of Services .....	1,069	1,086

Agency	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000
Commissioner for Children and Young People		
– Total Cost of Services .....	3,433	3,274
Office of the Information Commissioner		
– Total Cost of Services .....	2,376	2,425
– Asset Investment Program .....	22	-
WorkCover WA Authority		
– Asset Investment Program .....	780	1,023
Registrar, Western Australian Industrial Relations Commission		
– Total Cost of Services .....	13,373	13,395
– Asset Investment Program .....	160	160

## Ministerial Responsibilities

Minister	Agency	Services
Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations	Premier and Cabinet	<ol style="list-style-type: none"> <li>1. Administration of Executive Government Services</li> <li>2. Administration of Parliamentary Support</li> <li>3. Government Policy Management - Whole-of-Government</li> <li>6. Supporting the Royal Commission to Inquire into and Report on the Affairs of Crown Casino Perth</li> </ol>
Minister for Finance; Racing and Gaming; Aboriginal Affairs; Citizenship and Multicultural Interests	Premier and Cabinet	<ol style="list-style-type: none"> <li>4. Government Policy Management - Aboriginal Affairs</li> </ol>
Minister for Emergency Services; Innovation and ICT; Medical Research; Volunteering	Premier and Cabinet	<ol style="list-style-type: none"> <li>5. Government Policy Management - ICT</li> </ol>
Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations	Public Sector Commission	<ol style="list-style-type: none"> <li>1. Public Sector Leadership</li> <li>2. Assistance and Support</li> <li>3. Oversight and Reporting</li> </ol>
	Governor's Establishment	<ol style="list-style-type: none"> <li>1. Effective Support to the Governor</li> <li>2. Management of the Governor's Establishment</li> </ol>
	Salaries and Allowances Tribunal	<ol style="list-style-type: none"> <li>1. Support Services to the Salaries and Allowances Tribunal</li> </ol>
Attorney General; Minister for Electoral Affairs	Western Australian Electoral Commission	<ol style="list-style-type: none"> <li>1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and Other Electoral Clients</li> </ol>
	Commissioner for Children and Young People	<ol style="list-style-type: none"> <li>1. Consultation, Research and Promotion of the Wellbeing of Children and Young People</li> </ol>
	Office of the Information Commissioner	<ol style="list-style-type: none"> <li>1. Resolution of Complaints</li> <li>2. Advice and Awareness</li> </ol>
Minister for Mines and Petroleum; Energy; Corrective Services; Industrial Relations	WorkCover WA Authority	n/a
	Registrar, Western Australian Industrial Relations Commission	<ol style="list-style-type: none"> <li>1. Support to the Western Australian Industrial Relations Commission and Industrial Magistrates Court</li> <li>2. Conciliation and Arbitration by the Western Australian Industrial Relations Commission</li> </ol>



## Division 3 **Premier and Cabinet**

### Part 2 **Government Administration**

#### **Appropriations, Expenses and Cash Assets**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 5 Net amount appropriated to deliver services .....	175,162	172,065	184,778	<b>167,857</b>	160,360	150,883	155,900
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 .....	1,565	1,571	1,571	<b>1,575</b>	1,580	1,584	1,584
Total appropriations provided to deliver services.....	176,727	173,636	186,349	<b>169,432</b>	161,940	152,467	157,484
<b>ADMINISTERED TRANSACTIONS</b>							
Item 6 Amount provided for Administered Grants, Subsidies and Other Transfer Payments .....	70,900	71,190	74,025	<b>79,039</b>	86,479	88,593	104,620
<b>CAPITAL</b>							
Item 96 Capital Appropriation .....	373	3,855	3,848	<b>569</b>	580	587	387
<b>TOTAL APPROPRIATIONS .....</b>	<b>248,000</b>	<b>248,681</b>	<b>264,222</b>	<b>249,040</b>	<b>248,999</b>	<b>241,647</b>	<b>262,491</b>
<b>EXPENSES</b>							
Total Cost of Services .....	188,951	201,590	225,967	<b>202,539</b>	183,497	173,127	170,674
Net Cost of Services <sup>(a)</sup> .....	187,247	198,281	224,058	<b>201,230</b>	182,188	171,818	169,365
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>45,416</b>	<b>32,393</b>	<b>34,792</b>	<b>29,641</b>	<b>29,812</b>	<b>29,991</b>	<b>29,991</b>

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

(b) As at 30 June each financial year.

## Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Department's Income Statement since presentation of the 2021-22 Budget to Parliament on 9 September 2021, are outlined below:

	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COVID-19 Response</b>					
COVID-19 - Quarantine Project - Multi-Agency Project Team .....	1,369	-	-	-	-
COVID-19 Coordination and Communications .....	-	15,040	12,660	1,989	2,005
COVID-19 Vaccination Campaigns (Department of Health Funded) .....	10,900	-	-	-	-
Reconnect WA - Build a Life Campaign .....	3,500	1,614	-	-	-
<b>Other</b>					
Aboriginal Cultural Heritage Act 2021 .....	134	-	-	-	-
Additional Telethon Donation 2021-22 .....	4,000	-	-	-	-
Development Options for Potential Systems to Identify Electric Vehicle Usage .....	-	200	-	-	-
Digital Capability Fund					
Accelerating Citizen Centric Digital Services .....	1,725	697	702	706	-
Cyber Security Capability .....	3,849	7,226	7,235	7,243	7,243
eInvoicing Pilot .....	-	725	-	-	-
ServiceWA Application Support Program .....	-	4,701	-	-	-
Whole of Government Data Linkage and Analytics .....	-	1,268	1,635	2,034	1,928
Intergovernmental Relations Directorate .....	-	1,232	1,242	1,251	1,261
Kimberley Youth and Community Justice Response .....	-	250	-	-	-
Red Cross Flood Appeal 2022 .....	2,000	-	-	-	-
Western Australian Child Research Fund .....	2,000	2,000	2,000	2,000	2,000

## Significant Issues Impacting the Agency

### COVID-19 Response and Recovery

1. The Department continues to provide support to the Premier and Cabinet in respect of the State's management, response and recovery from the COVID-19 pandemic and continues to play a critical role in communicating key messages to the community.

### Commonwealth-State Engagement and Reforms

2. The Department has continued to lead the Government's participation on Federal-State matters, including through supporting the Premier's participation in National Cabinet meetings and Western Australia's engagement in other key intergovernmental forums. The Department continues to actively engage on a range of Commonwealth reforms and agreements and will play a critical role in pursuing policy and funding opportunities for the State arising from this year's Commonwealth election.

### Aboriginal Affairs and Native Title Agreements

3. The State's engagement in negotiated and litigated settlements of native title compensation is expected to grow over the forward estimates period. The Government is committed to resolving Native Title matters by agreement wherever possible, which generates improved social and economic outcomes for Aboriginal people and communities in line with the Aboriginal Empowerment Strategy. The Department also continues to drive initiatives to support the implementation of the Closing the Gap initiative.

### Digital Transformation

4. The Department is leading, supporting and coordinating the digital transformation of the Western Australian public sector. The Department continues to strengthen the Government's cyber security capability.

### Perth Casino Royal Commission

5. Following the tabling of the Perth Casino Royal Commission final report on 24 March 2022, the Department is coordinating the Government's response, including implementation 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 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
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Executive Government and Members of Parliament receive appropriate support.	1. Administration of Executive Government Services 2. Administration of Parliamentary Support
	The Premier and Ministers receive high quality, rigorous and timely policy advice.	3. Government Policy Management - Whole-of-Government 4. Government Policy Management - Aboriginal Affairs 5. Government Policy Management - ICT
	Supporting the Royal Commission to inquire into and report on the affairs of Crown Casino Perth.	6. Supporting the Royal Commission to Inquire into and Report on the Affairs of Crown Casino Perth

### Service Summary

Expense	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
1. Administration of Executive Government Services .....	64,507	65,223	65,059	63,895	65,623	67,532	66,808
2. Administration of Parliamentary Support.....	37,592	35,669	35,529	36,149	36,415	36,721	36,116
3. Government Policy Management - Whole-of-Government .....	52,941	45,058	75,897	50,856	44,716	30,583	33,346
4. Government Policy Management - Aboriginal Affairs .....	15,769	36,405	22,583	20,877	13,043	13,610	13,504
5. Government Policy Management - ICT .....	14,454	14,235	21,899	30,762	23,700	24,681	20,900
6. Supporting the Royal Commission to Inquire into and Report on the Affairs of Crown Casino Perth .....	3,688	5,000	5,000	-	-	-	-
<b>Total Cost of Services .....</b>	<b>188,951</b>	<b>201,590</b>	<b>225,967</b>	<b>202,539</b>	<b>183,497</b>	<b>173,127</b>	<b>170,674</b>

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

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
<b>Outcome: Executive Government and Members of Parliament receive appropriate support:</b>					
Targets for support services are met or exceeded .....	99%	99%	99%	99%	
Service recipient's confirmation that services provided enable the obligations of Executive Government and Members of Parliament to be met .....	3	4	4	4	1
<b>Outcome: The Premier and Ministers receive high quality, rigorous and timely policy advice:</b>					
Service recipient's confirmation that high quality and timely policy advice is provided .....	3	3	3	3	2
Supporting the Royal Commission to Inquire into and Report on the Affairs of Crown Casino Perth .....	-	-	-	-	3

(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 reports the satisfaction levels (out of a total of 5) of the Executive Government, Members of Parliament and their staff for corporate services delivered that enable them to meet their Parliamentary obligations. The Annual Expectations Survey is distributed to all stakeholders for completion, which consists of various questions relating to the timeliness and quality of a range of corporate services provided.
2. This indicator reports the satisfaction levels (out of a total of 5) of the Premier and Ministers for policy services delivered by the Department. The Annual Expectations Survey is distributed to all stakeholders for completion, which consists of various questions relating to the timeliness and quality of a range of policy services delivered by the Department.
3. Outcomes and key effectiveness indicators are not measured for Service 6 (Supporting the Royal Commission to Inquire into and Report on the Affairs of Crown Casino Perth). Due to the short-term nature and discrete scope of work, it is not feasible to periodically report key effectiveness indicators linked to the Royal Commission. The Department has an exemption from reporting key effectiveness indicators for this service.



## Services and Key Efficiency Indicators

### 1. Administration of Executive Government Services

The Department is responsible for the administration of Executive Government Services, which includes the administration of salaries and office-related expenditure for Ministerial offices (including the Leader of the Opposition and Leader of the Non-Government Party Office). The Department provides a range of services including:

- administrative support to the Premier and Ministerial offices including Leader of the Opposition and Leader of the Non-Government Party Office;
- support for the functions of Cabinet and Parliament;
- communication of Government policies and activities;
- support for the Executive Council;
- management of the State occasions and official visits program; and
- education programs at the Constitutional Centre.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 64,507	\$'000 65,223	\$'000 65,059	\$'000 63,895	
Less Income .....	1,404	3,009	1,609	1,009	
Net Cost of Service .....	63,103	62,214	63,450	62,886	
<b>Employees (Full-Time Equivalents) .....</b>	<b>324</b>	<b>322</b>	<b>330</b>	<b>326</b>	
<b>Efficiency Indicators</b>					
Average operating cost per Ministerial office (including Premier's Office and Leader of the Opposition) <sup>(a)</sup> .....	\$2,868,000	\$2,924,000	\$2,999,000	\$2,962,000	
Average cost of support provided per Ministerial office (including Premier's Office and Leader of the Opposition) <sup>(a)</sup> .....	\$559,000	\$542,000	\$615,000	\$588,000	

(a) Efficiency indicators exclude costs for the State Law Publisher, the Constitutional Centre and grant expenditure.

### 2. Administration of Parliamentary Support

The Department is responsible for the provision of some administrative support to Members of Parliament.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 37,592	\$'000 35,669	\$'000 35,529	\$'000 36,149	
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	37,592	35,669	35,529	36,149	
<b>Employees (Full-Time Equivalents) <sup>(a)</sup> .....</b>	<b>218</b>	<b>219</b>	<b>211</b>	<b>212</b>	
<b>Efficiency Indicators</b>					
Average cost of entitlements per Member of Parliament.....	\$368,000	\$354,000	\$350,000	\$358,000	
Average cost of support per Member of Parliament .....	\$23,000	\$22,000	\$24,000	\$23,000	

(a) Full-time equivalents (FTEs) reported for this service also represent Parliamentary Electoral Office staff. The 2021-22 Budget and 2022-23 Budget Target include FTEs for corporate overheads.

### 3. Government Policy Management - Whole-of-Government

The Department provides strategic policy advice and coordination to the Premier and Cabinet including:

- leadership and coordination of cross-agency solutions to complex issues;
- managing and coordinating Government input into intergovernmental negotiations and advice on federal reform, treaties and other matters raised through National Cabinet, the National Federation Reform Council and the Council for the Australian Federation; and
- emergency management policy advice to the Premier, Ministers and Government agencies, and whole-of-government management and coordination of significant security incidents and emergencies.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	52,941	45,058	75,897	50,856	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	52,941	45,058	75,897	50,856	
<b>Employees (Full-Time Equivalents) .....</b>	<b>122</b>	<b>149</b>	<b>136</b>	<b>158</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost to deliver policy advice per applicable full-time equivalent .....	\$234,000	\$255,000	\$372,000	\$328,000	3

#### Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2021-22 Budget to the 2022-23 Budget Target mainly relates to COVID-19 communications and coordination, and intergovernmental relations efforts. The increase in Total Cost of Service from the 2021-22 Budget to the 2021-22 Estimated Actual was mainly due to additional efforts to support COVID-19 vaccination and advertising campaigns, and additional community grants.
2. The increase in FTEs from the 2021-22 Budget to the 2022-23 Budget Target mainly relates to COVID-19 coordination and intergovernmental relations.
3. The increase in average cost to deliver policy advice per applicable full-time equivalent from the 2021-22 Budget to the 2021-22 Estimated Actual reflects the additional expenditure for supplies and services to support COVID-19 vaccination and advertising campaigns, and community grants in addition to a marginal FTE reduction.

### 4. Government Policy Management - Aboriginal Affairs

The Department provides strategic policy advice and coordination to the Minister for Aboriginal Affairs including cross-portfolio advice on land, State and Commonwealth approvals and Aboriginal issues.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service <sup>(a)</sup> .....	15,769	36,405	22,583	20,877	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	15,769	36,405	22,583	20,877	
<b>Employees (Full-Time Equivalents) .....</b>	<b>45</b>	<b>53</b>	<b>51</b>	<b>48</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost to deliver policy advice per applicable full-time equivalent .....	\$234,000	\$425,000	\$372,000	\$328,000	

(a) Total Cost of Service includes grants expenditure; however, efficiency indicators exclude grants expenditure to calculate the average cost.

## Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service from the 2021-22 Budget to the 2022-23 Budget Target mainly relates to the cessation of funding with respect to short-term and discrete Aboriginal Engagement projects and grants.
2. The decrease in FTEs for the 2022-23 Budget Target compared to the 2021-22 Estimated Actual mainly relates to the completion of time-limited projects.

## 5. Government Policy Management - ICT

The Department provides strategic policy advice and coordination to the Minister for Innovation and ICT.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service <sup>(a)</sup> .....	\$'000 14,454	\$'000 14,235	\$'000 21,899	\$'000 30,762	1
Less Income .....	300	300	300	300	
Net Cost of Service .....	14,154	13,935	21,599	30,462	
Employees (Full-Time Equivalents) .....	60	65	85	112	2
<b>Efficiency Indicators</b>					
Average cost to deliver policy advice per applicable full-time equivalent .....	\$242,000	\$215,000	\$254,000	\$272,000	

(a) Total Cost of Service includes grants expenditure; however, efficiency indicators exclude grants expenditure to calculate the average cost.

## Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2021-22 Budget to the 2022-23 Budget Target mainly reflects expenditure for cyber security capabilities and the ServiceWA App. These activities aim to enhance the way the community interacts with government, by delivering more services online, leveraging quality data insights for decision making and enhancing cyber security capabilities.
2. The increase in FTEs for the 2022-23 Budget Target compared to the 2021-22 Budget mainly relates to Cyber Security Capability, the Accelerating Citizen Centric Digital Services program, the Whole-of-Government Data Linkage and Analytics Project, and the commencement of an eInvoicing pilot program.

## 6. Supporting the Royal Commission to Inquire into and Report on the Affairs of Crown Casino Perth

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service <sup>(a)</sup> .....	\$'000 3,688	\$'000 5,000	\$'000 5,000	\$'000 nil	
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	3,688	5,000	5,000	nil	
Employees (Full-Time Equivalents) .....	nil	nil	nil	nil	

(a) Outcomes and key effectiveness indicators are not measured for Service 6 (Supporting the Royal Commission to Inquire into and Report on the Affairs of Crown Casino Perth). Due to the short-term nature and discrete scope of work, it is not feasible to periodically report key effectiveness indicators linked to the Royal Commission. The Department has an exemption from reporting key effectiveness indicators for this service.

## Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-22 \$'000	2021-22 Estimated Expenditure \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
2021-22 Program (Electorate Office Fit-outs) .....	3,600	3,000	3,000	200	200	200	-
<b>COMPLETED WORKS</b>							
Asset Replacement/Upgrade - Computer Hardware and Software - 2021-22 Program .....	81	81	81	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement/Upgrade							
2021-22 Program (Avionics system) <sup>(a)</sup> .....	480	-	-	480	-	-	-
Computer Hardware and Software							
2022-23 Program .....	81	-	-	81	-	-	-
2023-24 Program .....	81	-	-	-	81	-	-
2024-25 Program .....	81	-	-	-	-	81	-
2025-26 Program .....	81	-	-	-	-	-	81
<b>Total Cost of Asset Investment Program .....</b>	<b>4,485</b>	<b>3,081</b>	<b>3,081</b>	<b>761</b>	<b>281</b>	<b>281</b>	<b>81</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			3,480	200	200	200	-
Drawdowns from the Holding Account .....			81	81	81	81	81
Internal Funds and Balances .....			(480)	480	-	-	-
<b>Total Funding .....</b>			<b>3,081</b>	<b>761</b>	<b>281</b>	<b>281</b>	<b>81</b>

(a) An amount of \$480,000 was approved in the 2021-22 Budget to replace the avionics system in the Department's King Air Jet. This funding has been carried over into 2022-23 due to delays in acquiring the appropriate system, supplier stock availability delays and a global manufacturing slowdown due to the COVID-19 pandemic.

## Financial Statements

### Income Statement

#### *Expenses*

1. The decrease in Total Cost of Services from the 2021-22 Estimated Actual compared to the 2022-23 Budget Year by \$23 million mainly reflects a temporary increase to funding in 2021-22 for the COVID-19 Communications and COVID-19 Coordination Directorates (\$13 million), various grants (\$10 million), Aboriginal engagement initiatives (\$4 million), and the Perth Casino Royal Commission (\$5 million). The decrease is partially offset by additional funding for the Office of Digital Government (\$9 million). The decrease in COVID-19 expenditure (\$13 million) is largely attributed to \$10.9 million additional funding for COVID-19 related activities received from WA Health during 2021-22.

#### *Income*

2. The decrease in income from the 2021-22 Estimated Actual compared to the 2022-23 Budget Year by \$17 million mainly reflects a temporary increase to funding in 2021-22 for the Perth Casino Royal Commission (\$5 million), community grant initiatives (\$6 million), COVID-19 expenditure (\$3 million) and Aboriginal engagement (\$3 million).

#### *Grants and Subsidies*

3. In 2021-22, the Department provided a donation of \$2 million to Telethon on behalf of WA Health for the WA Child Research Fund. Further, WA Health's recurrent \$2 million appropriation and expense limit for this item was transferred to the Department from 2021-22 and across the forward estimates period. The increase of approximately \$8.4 million from the 2021-22 Budget to the 2021-22 Estimated Actual reflects additional grant payments related to the Aboriginal Cultural Centre Planning project, Native Title, and Community Grants paid to private organisations (Telethon, Red Cross and WA Child Health Research Fund).

### Statement of Financial Position

4. The decrease in current assets (cash) for the 2022-23 Budget Year from the 2021-22 Estimated Actual is primarily due to carried-over expenditure from 2021-22 relating to Aboriginal engagement projects and the aircraft avionics upgrade.

### Statement of Cashflows

5. The reduction in cash assets for the 2022-23 Budget Year from the 2021-22 Estimated Actual is primarily due to carried-over expenditure from 2021-22 relating to Aboriginal engagement projects and the aircraft avionics upgrade.

**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	101,979	105,519	107,198	113,357	112,132	108,174	106,719
Grants and subsidies <sup>(c)</sup> .....	20,262	17,639	26,072	15,177	11,513	11,144	11,144
Supplies and services .....	36,519	54,315	68,667	49,563	34,990	29,227	29,583
Accommodation .....	20,624	19,735	19,648	19,659	19,666	19,636	19,636
Depreciation and amortisation .....	2,309	2,274	2,255	2,918	3,124	2,875	1,522
Finance and interest costs .....	22	39	39	47	43	37	39
Other expenses .....	7,236	2,069	2,088	1,818	2,029	2,034	2,031
<b>TOTAL COST OF SERVICES .....</b>	<b>188,951</b>	<b>201,590</b>	<b>225,967</b>	<b>202,539</b>	<b>183,497</b>	<b>173,127</b>	<b>170,674</b>
<b>Income</b>							
Sale of goods and services .....	923	476	476	476	476	476	476
Grants and subsidies .....	601	2,510	1,110	510	510	510	510
Other revenue .....	180	323	323	323	323	323	323
<b>Total Income .....</b>	<b>1,704</b>	<b>3,309</b>	<b>1,909</b>	<b>1,309</b>	<b>1,309</b>	<b>1,309</b>	<b>1,309</b>
<b>NET COST OF SERVICES .....</b>	<b>187,247</b>	<b>198,281</b>	<b>224,058</b>	<b>201,230</b>	<b>182,188</b>	<b>171,818</b>	<b>169,365</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	176,727	173,636	186,349	169,432	161,940	152,467	157,484
Resources received free of charge .....	7,552	6,400	7,300	7,300	7,300	7,300	7,300
Royalties for Regions Fund: Regional Community Services Fund .....	4,461	1,437	1,437	2,753	1,030	57	57
Other revenues .....	3,035	1,241	18,297	17,168	12,089	12,473	3,434
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>191,775</b>	<b>182,714</b>	<b>213,383</b>	<b>196,653</b>	<b>182,359</b>	<b>172,297</b>	<b>168,275</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>4,528</b>	<b>(15,567)</b>	<b>(10,675)</b>	<b>(4,577)</b>	<b>171</b>	<b>479</b>	<b>(1,090)</b>

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

(b) The full-time equivalents for 2020-21 Actual, 2021-22 Estimated Actual and 2022-23 Budget Year are 769, 813 and 856 respectively.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
Aboriginal Engagement Unit Grants .....	2,243	7,794	8,227	5,482	1,818	1,424	1,424
Browse LNG Precinct Regional Benefits Package (including Body Corporate Fees) ....	2,496	2,496	2,496	2,496	-	-	-
Community Grants .....	15,223	7,049	15,049	6,899	9,395	9,420	9,420
Office of the Digital Government Grants .....	300	300	300	300	300	300	300
<b>TOTAL .....</b>	<b>20,262</b>	<b>17,639</b>	<b>26,072</b>	<b>15,177</b>	<b>11,513</b>	<b>11,144</b>	<b>11,144</b>

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	28,035	15,842	17,580	12,148	12,044	12,223	12,223
Restricted cash .....	15,596	14,697	15,146	15,146	15,146	15,146	15,146
Holding Account receivables .....	11,117	8,624	11,036	11,099	11,099	11,099	11,099
Receivables .....	2,303	2,276	2,303	2,303	2,303	2,303	2,303
Other.....	4,374	3,305	4,374	4,374	4,374	4,374	4,374
Total current assets .....	61,425	44,744	50,439	45,070	44,966	45,145	45,145
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	24,341	29,027	26,615	29,494	32,550	35,656	36,018
Property, plant and equipment.....	6,335	7,396	8,187	6,593	4,259	1,967	1,000
Intangibles .....	506	463	206	-	-	-	-
Restricted cash .....	1,785	1,854	2,066	2,347	2,622	2,622	2,622
Total non-current assets .....	32,967	38,740	37,074	38,434	39,431	40,245	39,640
<b>TOTAL ASSETS .....</b>	<b>94,392</b>	<b>83,484</b>	<b>87,513</b>	<b>83,504</b>	<b>84,397</b>	<b>85,390</b>	<b>84,785</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	19,361	16,802	19,361	19,361	19,361	19,361	19,361
Payables .....	8,478	5,095	8,478	8,478	8,778	8,778	8,778
Borrowings and leases .....	224	251	363	365	370	354	337
Other.....	-	7	-	-	-	-	-
Total current liabilities .....	28,063	22,155	28,202	28,204	28,509	28,493	28,476
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	4,569	3,234	4,569	4,569	4,569	4,569	4,569
Borrowings and leases .....	332	258	570	504	341	284	399
Total non-current liabilities .....	4,901	3,492	5,139	5,073	4,910	4,853	4,968
<b>TOTAL LIABILITIES.....</b>	<b>32,964</b>	<b>25,647</b>	<b>33,341</b>	<b>33,277</b>	<b>33,419</b>	<b>33,346</b>	<b>33,444</b>
<b>EQUITY</b>							
Contributed equity .....	38,161	19,682	41,580	42,212	42,792	43,379	43,766
Accumulated surplus/(deficit).....	23,267	38,155	12,592	8,015	8,186	8,665	7,575
<b>Total equity .....</b>	<b>61,428</b>	<b>57,837</b>	<b>54,172</b>	<b>50,227</b>	<b>50,978</b>	<b>52,044</b>	<b>51,341</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>94,392</b>	<b>83,484</b>	<b>87,513</b>	<b>83,504</b>	<b>84,397</b>	<b>85,390</b>	<b>84,785</b>

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

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	174,315	171,362	184,075	166,409	158,803	149,280	157,041
Capital appropriation .....	373	3,855	3,848	569	580	587	387
Holding Account drawdowns .....	81	81	81	81	81	81	81
Royalties for Regions Fund:							
Regional Community Services Fund .....	4,461	1,437	1,437	2,753	1,030	57	57
Other.....	3,079	1,241	18,297	17,168	12,089	12,473	3,434
<b>Net cash provided by Government .....</b>	<b>182,309</b>	<b>177,976</b>	<b>207,738</b>	<b>186,980</b>	<b>172,583</b>	<b>162,478</b>	<b>161,000</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(100,315)	(105,519)	(107,198)	(113,357)	(112,132)	(108,174)	(106,719)
Grants and subsidies.....	(20,426)	(17,639)	(26,072)	(15,177)	(11,513)	(11,144)	(11,144)
Supplies and services .....	(26,291)	(49,442)	(62,894)	(43,360)	(28,787)	(22,993)	(23,349)
Accommodation .....	(22,406)	(18,767)	(18,680)	(18,692)	(18,699)	(18,700)	(18,700)
GST payments .....	(6,364)	(6,161)	(6,161)	(6,161)	(6,161)	(6,161)	(6,161)
Finance and interest costs.....	(22)	(39)	(39)	(47)	(43)	(37)	(39)
Other payments.....	(7,422)	(1,919)	(1,938)	(1,668)	(1,879)	(1,884)	(1,881)
<b>Receipts <sup>(b)</sup></b>							
Grants and subsidies.....	596	2,510	1,110	510	510	510	510
Sale of goods and services.....	857	456	456	456	456	456	456
GST receipts .....	6,586	6,161	6,161	6,161	6,161	6,161	6,161
Other receipts .....	1,149	323	323	323	323	323	323
<b>Net cash from operating activities .....</b>	<b>(174,058)</b>	<b>(190,036)</b>	<b>(214,932)</b>	<b>(191,012)</b>	<b>(171,764)</b>	<b>(161,643)</b>	<b>(160,543)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(900)	(3,561)	(3,081)	(761)	(281)	(281)	(81)
<b>Net cash from investing activities.....</b>	<b>(900)</b>	<b>(3,561)</b>	<b>(3,081)</b>	<b>(761)</b>	<b>(281)</b>	<b>(281)</b>	<b>(81)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(339)	(375)	(349)	(358)	(367)	(375)	(376)
Other payments.....	(2,800)	-	-	-	-	-	-
<b>Net cash from financing activities.....</b>	<b>(3,139)</b>	<b>(375)</b>	<b>(349)</b>	<b>(358)</b>	<b>(367)</b>	<b>(375)</b>	<b>(376)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>4,212</b>	<b>(15,996)</b>	<b>(10,624)</b>	<b>(5,151)</b>	<b>171</b>	<b>179</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	41,204	48,389	45,416	34,792	29,641	29,812	29,991
<b>Cash assets at the end of the reporting period .....</b>	<b>45,416</b>	<b>32,393</b>	<b>34,792</b>	<b>29,641</b>	<b>29,812</b>	<b>29,991</b>	<b>29,991</b>

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

(b) 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

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>Grants and Subsidies</b>							
Commonwealth Grants and Subsidies .....	596	2,510	1,110	510	510	510	510
Grants and Subsidies <sup>(a)</sup> .....	300	300	11,200	300	300	300	300
<b>Sale of Goods and Services</b>							
Other Revenue .....	-	-	329	283	238	205	-
Publishing Government Gazette <sup>(b)</sup> .....	857	636	889	636	636	636	636
<b>GST Receipts</b>							
GST Input Credits .....	6,356	5,832	5,832	5,832	5,832	5,832	5,832
GST Receipts on Sales .....	230	329	329	329	329	329	329
<b>Other Receipts</b>							
All Other Receipts .....	3,928	323	323	1,344	1,349	1,349	1,349
<b>TOTAL .....</b>	<b>12,267</b>	<b>9,930</b>	<b>20,012</b>	<b>9,234</b>	<b>9,194</b>	<b>9,161</b>	<b>8,956</b>

(a) 2021-22 Estimated Actual for Grants and Subsidies includes the grant of \$10.9 million from WA Health to support COVID-19 vaccination campaigns.

(b) 2020-21 Actual reflects increased receipts from the State Law Publisher. The 2021-22 Estimated Actual reflects higher than anticipated demand for services relating to the publication of the Government Gazette.

## DETAILS OF ADMINISTERED TRANSACTIONS

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>INCOME</b>							
<b>Other</b>							
Yamatji Nation Alternative Settlement Agreement - Registration .....	10,900	10,140	10,420	13,711	19,519	19,986	34,298
Gibson Desert Nature Reserve Compensation Settlement <sup>(a)</sup> .....	251	203	207	186	190	167	171
South West Settlement							
Noongar Boodja Trust .....	60,000	61,050	63,398	65,142	66,770	68,440	70,151
Noongar Land Fund (Treasurer's Special Purpose Account) .....	-	2,800	-	5,600	5,600	5,600	5,600
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>71,151</b>	<b>74,193</b>	<b>74,025</b>	<b>84,639</b>	<b>92,079</b>	<b>94,193</b>	<b>110,220</b>
<b>EXPENSES</b>							
<b>Grants to Charitable and Other Public Bodies</b>							
Gibson Desert Nature Reserve Compensation Settlement Administered <sup>(a)</sup> .....	251	203	1,523	28	24	21	18
South West Settlement							
Noongar Boodja Trust .....	691,081	61,050	54,416	18,041	16,675	15,222	13,679
Noongar Land Fund .....	4,823	2,800	426	5,195	5,172	5,147	5,121
Yamatji Nation Alternative Settlement Agreement - Registration .....	320,989	10,140	37,717	9,551	9,452	9,199	8,929
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>1,017,144</b>	<b>74,193</b>	<b>94,082</b>	<b>32,815</b>	<b>31,323</b>	<b>29,589</b>	<b>27,747</b>

(a) During 2021-22, the Gibson Desert Nature Reserve Compensation Settlement has been reclassified from Department Controlled to Department Administered to keep the treatment consistent with other Native Title Settlement items. Therefore, amounts relating to this item have been re-stated as Department Administered income and expenses for 2020-21 and 2021-22.

## Agency Special Purpose Account Details

### NATIVE TITLE HOLDER INCENTIVE FOR MINERAL EXPLORATION AND LAND ACCESS ACCOUNT

Account Purpose: To hold funds for the provision of a financial incentive to Native Title holders who are prepared to endorse a Government Indigenous Land Use Agreement for the purpose of expediting procedure for the grant of exploration and prospecting licences and low impact activities in areas where native title rights are recognised.

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000
Opening Balance .....	7,437	7,434	7,434	7,366
Receipts: Appropriations.....	25	25	25	25
	7,462	7,459	7,459	7,391
Payments .....	28	25	93	25
<b>CLOSING BALANCE .....</b>	<b>7,434</b>	<b>7,434</b>	<b>7,366</b>	<b>7,366</b>

### BROWSE LNG PRECINCT PROJECT AGREEMENT NATIVE TITLE BENEFICIARIES' INTEREST BEARING TRUST ACCOUNT

Account Purpose: Pursuant to clauses 7.2(c), 9.1(b) and 10.1(b) of the Browse LNG Precinct Project Agreement (the Agreement), the sum of \$30 million being the State's contribution of \$10 million to the Economic Development Fund and \$20 million to the Indigenous Housing Fund is to be held in an interest bearing trust account for and on behalf of the New Native Title Party or the Administrative Body, as the case may be until the Corporate Trustee, referred to in clause 22 of the Agreement, establishes the Economic Development Fund Trust and the Indigenous Housing Fund Trust respectively as contemplated by the Agreement.

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000
Opening Balance .....	35,301	35,431	35,431	35,544
Receipts: Appropriations.....	130	130	113	-
	35,431	35,561	35,544	35,544
<b>CLOSING BALANCE .....</b>	<b>35,431</b>	<b>35,561</b>	<b>35,544</b>	<b>35,544</b>

## Division 4      **Public Sector Commission**

### Part 2      **Government Administration**

#### **Appropriations, Expenses and Cash Assets**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 7 Net amount appropriated to deliver services .....	25,047	26,186	26,355	27,433	25,655	25,938	26,011
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 .....	510	513	513	516	519	520	520
Total appropriations provided to deliver services.....	25,557	26,699	26,868	27,949	26,174	26,458	26,531
<b>CAPITAL</b>							
Item 97 Capital Appropriation .....	37	32	33	33	31	32	33
<b>TOTAL APPROPRIATIONS</b> .....	25,594	26,731	26,901	27,982	26,205	26,490	26,564
<b>EXPENSES</b>							
Total Cost of Services .....	27,522	28,881	29,522	31,008	28,849	29,086	29,228
Net Cost of Services <sup>(a)</sup> .....	27,451	28,773	29,414	30,900	28,741	28,978	29,120
<b>CASH ASSETS</b> <sup>(b)</sup> .....	14,623	14,716	14,658	14,658	14,658	14,658	14,658

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

(b) As at 30 June each financial year.

#### **Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Commission's Income Statement since presentation of the 2021-22 Budget to Parliament on 9 September 2021, are outlined below:

	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
2022-23 Streamlined Budget Process Incentive Funding .....	-	536	-	-	-
ICT Services .....	613	623	634	645	651
Public Sector Training Programs .....	-	267	333	278	347

## Significant Issues Impacting the Agency

1. The Commission is continuing to reform and contemporise data collection, storage and use with a new pilot program intending to expand access to employee data, increasing the level of detail and timeliness of information available to the Commission. This, along with the replacement of key legacy ICT systems, will enable greater levels of analytics and deeper insights to support strategic workforce planning.
2. As part of the Commission's ongoing focus on integrity, in December 2021 it released resources to assist public authorities develop or strengthen their integrity frameworks. A self-assessment tool is in development to assist public authorities test the maturity of their integrity approaches, and the Commission is working to contemporise instruments related to public sector conduct and ethics.
3. The Commission is reviewing Part 6 of the *Public Sector Management Act 1994* (PSM Act) and supporting regulations, reviewing employment practices in a sample of public sector agencies, and undertaking a targeted review of the PSM Act. The Commission continues to provide workforce policy guidance and support to the public sector to manage and respond to the COVID-19 pandemic.
4. The Commission has commenced its trial of the Agency Capability Review Program (ACR), with the first three reviews nearing completion and a further five reviews planned in 2022-23. The reviews seek to drive high performance in the public sector, helping agency leaders focus their improvement efforts and sharing examples of good practice with other agencies.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	An efficient and effective public sector that operates with integrity.	1. Public Sector Leadership 2. Assistance and Support 3. Oversight and Reporting

### Service Summary

Expense	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
1. Public Sector Leadership.....	11,175	13,414	13,317	14,351	11,529	11,624	11,680
2. Assistance and Support.....	7,657	7,345	7,755	7,480	7,755	7,819	7,857
3. Oversight and Reporting.....	8,690	8,122	8,450	9,177	9,565	9,643	9,691
<b>Total Cost of Services .....</b>	<b>27,522</b>	<b>28,881</b>	<b>29,522</b>	<b>31,008</b>	<b>28,849</b>	<b>29,086</b>	<b>29,228</b>

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

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
<b>Outcome: An efficient and effective public sector that operates with integrity:</b>					
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance integrity within their organisations .....	90%	90%	90%	90%	
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance the effectiveness and efficiency of their organisations.....	90%	88%	88%	90%	
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance diversity and inclusion within their organisations .....	84%	80%	80%	85%	

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

## Services and Key Efficiency Indicators

### 1. Public Sector Leadership

This service develops and supports current and future leaders, and builds the capacity of the public sector workforce through the delivery of leadership and workforce development products, programs and training.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 11,175	\$'000 13,414	\$'000 13,317	\$'000 14,351	1
Less Income .....	71	108	108	108	
Net Cost of Service .....	11,104	13,306	13,209	14,243	
<b>Employees (Full-Time Equivalents) .....</b>	<b>47</b>	<b>61</b>	<b>61</b>	<b>61</b>	
<b>Efficiency Indicators</b>					
Average cost per leadership development product, program or training hour....	\$101	\$102	\$108	\$108	1
Average cost per workforce development program, product or training hour ....	\$129	\$115	\$113	\$125	

## Explanation of Significant Movements

(Notes)

1. The increase in the 2022-23 Budget Target compared to the 2021-22 Estimated Actual reflects additional Agency Capability Reviews to be undertaken in 2022-23 and implementation of the new High Potential Senior Leader Initiative Development Program from 2022-23 onwards.

## 2. Assistance and Support

This service provides advice, assistance and support to public sector bodies and employees on a range of administration, management, integrity and governance matters.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 7,657	\$'000 7,345	\$'000 7,755	\$'000 7,480	
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	7,657	7,345	7,755	7,480	
<b>Employees (Full-Time Equivalents) .....</b>	<b>37</b>	<b>36</b>	<b>36</b>	<b>36</b>	
<b>Efficiency Indicators</b>					
Average cost per hour of assistance and support provided .....	\$106	\$104	\$110	\$104	
Average cost per public administration, standards and integrity program, product or training hour .....	\$107	\$105	\$114	\$108	

## 3. Oversight and Reporting

This service progresses changes to legislation and develops policies to improve public administration and management and provides independent oversight to monitor and report to Parliament and Ministers on compliance with the *Public Sector Management Act 1994*, the *Corruption, Crime and Misconduct Act 2003*, the *Public Interest Disclosure Act 2003* and Part IX of the *Equal Opportunity Act 1984*.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 8,690	\$'000 8,122	\$'000 8,450	\$'000 9,177	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	8,690	8,122	8,450	9,177	
<b>Employees (Full-Time Equivalents) .....</b>	<b>43</b>	<b>46</b>	<b>46</b>	<b>50</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Average cost per hour addressing legislative and policy development .....	\$119	\$87	\$90	\$91	
Average cost per hour of performance and oversight activity .....	\$100	\$91	\$95	\$94	
Percentage of oversight actions completed within target timeframes .....	94%	90%	87%	90%	

### Explanation of Significant Movements

(Notes)

1. The increase in the 2022-23 Budget Target compared to the 2021-22 Estimated Actual primarily reflects the additional resources to undertake the Western Australian Public Sector Census.

## Asset Investment Program

1. The Commission's Asset Investment Program in 2022-23 remains focused on the ongoing replacement of computing equipment to ensure effective delivery of services.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-22 \$'000	2021-22 Estimated Expenditure \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COMPLETED WORKS</b>							
Replacement of Computing Equipment - 2021-22 Program ....	100	100	100	-	-	-	-
<b>NEW WORKS</b>							
Replacement of Computing Equipment							
2022-23 Program .....	109	-	-	109	-	-	-
2023-24 Program .....	109	-	-	-	109	-	-
2024-25 Program .....	109	-	-	-	-	109	-
2025-26 Program .....	109	-	-	-	-	-	109
<b>Total Cost of Asset Investment Program.....</b>	<b>536</b>	<b>100</b>	<b>100</b>	<b>109</b>	<b>109</b>	<b>109</b>	<b>109</b>
<b>FUNDED BY</b>							
Drawdowns from the Holding Account.....			100	109	109	109	109
<b>Total Funding .....</b>			<b>100</b>	<b>109</b>	<b>109</b>	<b>109</b>	<b>109</b>

## Financial Statements

### Income Statement

#### Expenses

1. The increase in Total Cost of Services between the 2021-22 Estimated Actual and the 2022-23 Budget Year is largely due to the additional Agency Capability Reviews (ACRs), new public sector training programs and additional resources to undertake the Western Australian Public Sector Census. The decrease in Total Cost of Services from 2023-24 onwards is primarily due to the cessation of the ACR program two-year trial at the end of the 2022-23 Budget Year.

#### Income

2. The Income from Government is anticipated to decrease from 2023-24 onwards largely as a result of the cessation of funding provided for the ACR program two-year trial at the end of the 2022-23 Budget Year.

**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	18,647	20,682	20,682	21,677	19,870	20,084	20,084
Grants and subsidies <sup>(c)</sup> .....	161	591	68	68	68	68	68
Supplies and services .....	5,125	4,372	5,508	5,995	5,638	5,663	5,804
Accommodation .....	2,526	2,847	2,847	2,847	2,847	2,847	2,847
Depreciation and amortisation .....	95	66	95	95	94	93	94
Finance and interest costs .....	2	4	3	4	6	5	5
Other expenses .....	966	319	319	322	326	326	326
<b>TOTAL COST OF SERVICES .....</b>	<b>27,522</b>	<b>28,881</b>	<b>29,522</b>	<b>31,008</b>	<b>28,849</b>	<b>29,086</b>	<b>29,228</b>
<b>Income</b>							
Other revenue .....	71	108	108	108	108	108	108
<b>Total Income .....</b>	<b>71</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>108</b>
<b>NET COST OF SERVICES .....</b>	<b>27,451</b>	<b>28,773</b>	<b>29,414</b>	<b>30,900</b>	<b>28,741</b>	<b>28,978</b>	<b>29,120</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	25,557	26,699	26,868	27,949	26,174	26,458	26,531
Resources received free of charge .....	1,789	1,346	1,789	1,796	1,804	1,812	1,812
Royalties for Regions Fund:							
Regional Community Services Fund .....	4	11	11	11	11	11	11
Other revenues .....	212	717	717	1,172	780	725	794
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>27,562</b>	<b>28,773</b>	<b>29,385</b>	<b>30,928</b>	<b>28,769</b>	<b>29,006</b>	<b>29,148</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>111</b>	<b>-</b>	<b>(29)</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>

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

(b) The full-time equivalents for 2020-21 Actual, 2021-22 Estimated Actual and 2022-23 Budget Year are 127, 143 and 147 respectively.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
Leadership Program <sup>(a)</sup> .....	149	513	50	50	50	50	50
Public Sector Training Programs .....	12	78	18	18	18	18	18
<b>TOTAL .....</b>	<b>161</b>	<b>591</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>68</b>

(a) The decrease in the 2021-22 Estimated Actual compared to the 2021-22 Budget reflects the revised service delivery of the Leadership Program.



**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	14,349	14,345	14,310	14,236	14,162	14,088	14,014
Holding Account receivables .....	100	73	100	109	109	109	109
Receivables .....	737	930	735	735	735	735	763
Other.....	478	471	478	478	478	478	478
Total current assets .....	15,664	15,819	15,623	15,558	15,484	15,410	15,364
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	6,805	6,766	6,743	6,720	6,705	6,689	6,674
Property, plant and equipment.....	334	499	385	457	453	501	550
Restricted cash .....	274	371	348	422	496	570	644
Other.....	-	30	-	-	-	-	-
Total non-current assets .....	7,413	7,666	7,476	7,599	7,654	7,760	7,868
<b>TOTAL ASSETS .....</b>	<b>23,077</b>	<b>23,485</b>	<b>23,099</b>	<b>23,157</b>	<b>23,138</b>	<b>23,170</b>	<b>23,232</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	3,384	3,399	3,384	3,384	3,384	3,384	3,384
Payables.....	1,077	1,874	1,077	1,077	1,077	1,077	1,077
Borrowings and leases .....	25	33	33	30	36	33	32
Other.....	13	34	13	13	13	13	13
Total current liabilities .....	4,499	5,340	4,507	4,504	4,510	4,507	4,506
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	889	812	889	889	889	889	889
Borrowings and leases .....	43	47	53	53	74	45	47
Total non-current liabilities .....	932	859	942	942	963	934	936
<b>TOTAL LIABILITIES.....</b>	<b>5,431</b>	<b>6,199</b>	<b>5,449</b>	<b>5,446</b>	<b>5,473</b>	<b>5,441</b>	<b>5,442</b>
<b>EQUITY</b>							
Accumulated surplus/(deficit).....	17,646	17,286	17,650	17,711	17,665	17,729	17,790
<b>Total equity .....</b>	<b>17,646</b>	<b>17,286</b>	<b>17,650</b>	<b>17,711</b>	<b>17,665</b>	<b>17,729</b>	<b>17,790</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>23,077</b>	<b>23,485</b>	<b>23,099</b>	<b>23,157</b>	<b>23,138</b>	<b>23,170</b>	<b>23,232</b>

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

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	25,487	26,661	26,830	27,854	26,080	26,365	26,437
Capital appropriation .....	37	32	33	33	31	32	33
Holding Account drawdowns .....	90	100	100	109	109	109	109
Royalties for Regions Fund:							
Regional Community Services Fund .....	4	11	11	11	11	11	11
Other.....	453	717	717	1,172	780	725	794
<b>Net cash provided by Government .....</b>	<b>26,071</b>	<b>27,521</b>	<b>27,691</b>	<b>29,179</b>	<b>27,011</b>	<b>27,242</b>	<b>27,384</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(18,370)	(20,682)	(20,682)	(21,677)	(19,870)	(20,084)	(20,084)
Grants and subsidies.....	(154)	(591)	(68)	(68)	(68)	(68)	(68)
Supplies and services .....	(4,268)	(3,319)	(4,012)	(4,527)	(4,162)	(4,179)	(4,320)
Accommodation .....	(2,536)	(2,547)	(2,547)	(2,547)	(2,547)	(2,547)	(2,547)
GST payments .....	(702)	(502)	(502)	(502)	(502)	(502)	(502)
Finance and interest costs.....	-	(4)	(3)	(4)	(6)	(5)	(5)
Other payments.....	(1,037)	(319)	(319)	(322)	(326)	(326)	(326)
<b>Receipts <sup>(b)</sup></b>							
GST receipts .....	638	502	502	502	502	502	502
Other receipts .....	71	108	108	108	108	108	108
<b>Net cash from operating activities .....</b>	<b>(26,358)</b>	<b>(27,354)</b>	<b>(27,523)</b>	<b>(29,037)</b>	<b>(26,871)</b>	<b>(27,101)</b>	<b>(27,242)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(83)	(100)	(100)	(109)	(109)	(109)	(109)
<b>Net cash from investing activities.....</b>	<b>(83)</b>	<b>(100)</b>	<b>(100)</b>	<b>(109)</b>	<b>(109)</b>	<b>(109)</b>	<b>(109)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(41)	(32)	(33)	(33)	(31)	(32)	(33)
<b>Net cash from financing activities.....</b>	<b>(41)</b>	<b>(32)</b>	<b>(33)</b>	<b>(33)</b>	<b>(31)</b>	<b>(32)</b>	<b>(33)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>(411)</b>	<b>35</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	15,034	14,681	14,623	14,658	14,658	14,658	14,658
<b>Cash assets at the end of the reporting period .....</b>	<b>14,623</b>	<b>14,716</b>	<b>14,658</b>	<b>14,658</b>	<b>14,658</b>	<b>14,658</b>	<b>14,658</b>

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

(b) 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 Commission. 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**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>Sale of Goods and Services</b>							
Other <sup>(a)</sup> .....	453	717	717	1,172	780	725	794
<b>GST Receipts</b>							
GST Input Credits .....	617	415	415	415	415	415	415
GST Receipts on Sales .....	21	87	87	87	87	87	87
<b>Other Receipts</b>							
Other Receipts .....	71	108	108	108	108	108	108
<b>TOTAL</b> .....	1,162	1,327	1,327	1,782	1,390	1,335	1,404

(a) The increase in the 2022-23 Budget Year compared to the 2021-22 Estimated Actual primarily reflects an additional five reviews in the second year of the ACR program two-year trial and the introduction of the new High Potential Senior Leader Initiative Development Program from 2022-23.

## Division 5

# Governor's Establishment

## Part 2

## Government Administration

### Appropriations, Expenses and Cash Assets

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 8 Net amount appropriated to deliver services .....	2,317	2,829	2,829	2,722	2,181	1,676	1,687
<b>Amount Authorised by Other Statutes</b>							
- Governor's Establishment Act 1992 .....	4,300	4,435	4,435	4,472	4,331	4,178	4,178
- Salaries and Allowances Act 1975 .....	575	604	604	583	587	591	591
Total appropriations provided to deliver services .....	7,192	7,868	7,868	7,777	7,099	6,445	6,456
<b>CAPITAL</b>							
Item 98 Capital Appropriation .....	2,526	777	777	280	30	30	30
<b>TOTAL APPROPRIATIONS</b> .....	9,718	8,645	8,645	8,057	7,129	6,475	6,486
<b>EXPENSES</b>							
Total Cost of Services .....	7,313	7,856	7,855	7,768	7,219	6,564	6,574
Net Cost of Services <sup>(a)</sup> .....	7,296	7,856	7,855	7,768	7,092	6,437	6,447
<b>CASH ASSETS</b> <sup>(b)</sup> .....	2,238	232	195	212	228	244	260

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

(b) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Establishment's Income Statement since presentation of the 2021-22 Budget to Parliament on 9 September 2021, are outlined below:

	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
Government House Additional Security Contractors .....	-	465	-	-	-

### Significant Issues Impacting the Agency

1. The Establishment supports the Governor's advocacy of Western Australia's strategic interests and capabilities, and support for community organisations. The Governor's advocacy program has been impacted by the COVID-19 pandemic, which restricted travel and events, and resulted in a larger number of smaller events managed by the Establishment.
2. The Government House Ballroom was closed in 2020-21 for major roof restoration, but resumed operations as a venue for community and corporate events in January 2022.

## Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the 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 Establishment'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.

Desired Outcome	Services
Support the Governor and management of the Governor's Establishment.	1. Effective Support to the Governor 2. Management of the Governor's Establishment

### Service Summary

Expense	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
1. Effective Support to the Governor.....	2,264	2,435	3,179	3,118	2,984	2,725	2,725
2. Management of the Governor's Establishment .....	5,049	5,421	4,676	4,650	4,235	3,839	3,849
<b>Total Cost of Services .....</b>	<b>7,313</b>	<b>7,856</b>	<b>7,855</b>	<b>7,768</b>	<b>7,219</b>	<b>6,564</b>	<b>6,574</b>

### Services and Key Efficiency Indicators

#### 1. Effective Support to the Governor

Support the Governor in performing the constitutional, statutory, official, ceremonial, community and civic duties associated with the Governor's role.

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Target \$'000	Note
Total Cost of Service.....	2,264	2,435	3,179	3,118	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	2,264	2,435	3,179	3,118	
<b>Employees (Full-Time Equivalents) .....</b>	<b>12</b>	<b>13</b>	<b>18</b>	<b>18</b>	<b>1</b>

### Explanation of Significant Movements

(Notes)

- The movement between 2021-22 Budget, 2021-22 Estimated Actual and the 2022-23 Budget Target is mainly attributable to a revision of the allocation of FTEs to better reflect the nature of each service. The easing of restrictions relating to the COVID-19 pandemic has also resulted in an increase in travel and internal events as the Governor takes the opportunity to advocate for the Western Australian community.

## 2. Management of the Governor's Establishment

Effectively manage the financial and administrative requirements of the Establishment including the Asset Investment Program, heritage building management, planning and coordinating official visits, and provision of hospitality on behalf of the State.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	5,049	5,421	4,676	4,650	1
Less Income .....	17	nil	nil	nil	
Net Cost of Service .....	5,032	5,421	4,676	4,650	
Employees (Full-Time Equivalents) .....	22	25	20	20	1

### Explanation of Significant Movements

(Notes)

- The movement between 2021-22 Budget, 2021-22 Estimated Actual and the 2022-23 Budget Target is mainly attributable to a revision of the allocation of FTEs to better reflect the nature of each service. The easing of restrictions relating to the COVID-19 pandemic has also resulted in an increase in travel and internal events as the Governor takes the opportunity to advocate for the Western Australian community.

### Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-22 \$'000	2021-22 Estimated Expenditure \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Government House Restoration and Refurbishment							
Government House Security System .....	1,000	750	750	250	-	-	-
Maintenance Program .....	1,936	1,008	116	116	116	116	116
<b>COMPLETED WORKS</b>							
<b>COVID-19 Response</b>							
Government House Restoration and Refurbishment - Roof Repair and Reinstatement Stages 2, 3 and 4 .....	2,500	2,500	1,943	-	-	-	-
<b>Other Completed Works</b>							
Property, Plant and Equipment Upgrades							
Commemorative Statue.....	165	165	140	-	-	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>5,601</b>	<b>4,423</b>	<b>2,949</b>	<b>366</b>	<b>116</b>	<b>116</b>	<b>116</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			750	250	-	-	-
Drawdowns from the Holding Account.....			116	116	116	116	116
Internal Funds and Balances.....			2,083	-	-	-	-
<b>Total Funding .....</b>			<b>2,949</b>	<b>366</b>	<b>116</b>	<b>116</b>	<b>116</b>

## Financial Statements

### INCOME STATEMENT <sup>(a)</sup> (Controlled)

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	4,970	4,994	4,994	5,010	4,873	4,724	4,724
Supplies and services .....	1,084	1,341	1,341	1,079	624	634	644
Accommodation .....	646	931	931	938	943	428	428
Depreciation and amortisation .....	403	455	455	606	642	642	643
Finance and interest costs .....	2	2	1	2	4	3	2
Other expenses .....	208	133	133	133	133	133	133
<b>TOTAL COST OF SERVICES .....</b>	<b>7,313</b>	<b>7,856</b>	<b>7,855</b>	<b>7,768</b>	<b>7,219</b>	<b>6,564</b>	<b>6,574</b>
<b>Income</b>							
Sale of goods and services .....	-	-	-	-	127	127	127
Other revenue .....	17	-	-	-	-	-	-
<b>Total Income .....</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>127</b>	<b>127</b>	<b>127</b>
<b>NET COST OF SERVICES .....</b>	<b>7,296</b>	<b>7,856</b>	<b>7,855</b>	<b>7,768</b>	<b>7,092</b>	<b>6,437</b>	<b>6,447</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	7,192	7,868	7,868	7,777	7,099	6,445	6,456
Resources received free of charge .....	17	30	30	30	30	30	30
Other revenues .....	1	-	-	-	-	-	-
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>7,210</b>	<b>7,898</b>	<b>7,898</b>	<b>7,807</b>	<b>7,129</b>	<b>6,475</b>	<b>6,486</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(86)</b>	<b>42</b>	<b>43</b>	<b>39</b>	<b>37</b>	<b>38</b>	<b>39</b>

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

(b) The full-time equivalents for 2020-21 Actual, 2021-22 Estimated Actual and 2022-23 Budget Year are 34, 38 and 38 respectively.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	2,175	150	114	117	132	148	164
Holding Account receivables .....	-	116	-	-	-	-	-
Receivables .....	39	9	39	39	39	39	39
Other.....	45	55	45	45	45	45	45
<b>Total current assets .....</b>	<b>2,259</b>	<b>330</b>	<b>198</b>	<b>201</b>	<b>216</b>	<b>232</b>	<b>248</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	3,729	3,952	4,068	4,558	5,084	5,610	6,137
Property, plant and equipment.....	39,264	35,908	41,796	41,623	41,117	40,591	40,085
Intangibles .....	-	1	-	-	-	-	-
Restricted cash .....	63	82	81	95	96	96	96
<b>Total non-current assets .....</b>	<b>43,056</b>	<b>39,943</b>	<b>45,945</b>	<b>46,276</b>	<b>46,297</b>	<b>46,297</b>	<b>46,318</b>
<b>TOTAL ASSETS .....</b>	<b>45,315</b>	<b>40,273</b>	<b>46,143</b>	<b>46,477</b>	<b>46,513</b>	<b>46,529</b>	<b>46,566</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	529	460	529	502	475	448	421
Payables .....	1	13	1	6	11	16	21
Borrowings and leases .....	-	-	29	26	32	25	29
Other.....	33	18	33	33	33	33	33
<b>Total current liabilities .....</b>	<b>563</b>	<b>491</b>	<b>592</b>	<b>567</b>	<b>551</b>	<b>522</b>	<b>504</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	162	114	162	162	162	162	162
Borrowings and leases .....	35	64	14	54	39	16	2
<b>Total non-current liabilities .....</b>	<b>197</b>	<b>178</b>	<b>176</b>	<b>216</b>	<b>201</b>	<b>178</b>	<b>164</b>
<b>TOTAL LIABILITIES.....</b>	<b>760</b>	<b>669</b>	<b>768</b>	<b>783</b>	<b>752</b>	<b>700</b>	<b>668</b>
<b>EQUITY</b>							
Contributed equity .....	12,375	13,152	13,152	13,432	13,462	13,492	13,522
Accumulated surplus/(deficit).....	2,623	2,794	2,666	2,705	2,742	2,780	2,819
Reserves.....	29,557	23,658	29,557	29,557	29,557	29,557	29,557
<b>Total equity .....</b>	<b>44,555</b>	<b>39,604</b>	<b>45,375</b>	<b>45,694</b>	<b>45,761</b>	<b>45,829</b>	<b>45,898</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>45,315</b>	<b>40,273</b>	<b>46,143</b>	<b>46,477</b>	<b>46,513</b>	<b>46,529</b>	<b>46,566</b>

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



**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	6,774	7,413	7,413	7,171	6,457	5,803	5,813
Capital appropriation .....	2,526	777	777	280	30	30	30
Holding Account drawdowns .....	-	116	116	116	116	116	116
<b>Net cash provided by Government .....</b>	<b>9,300</b>	<b>8,306</b>	<b>8,306</b>	<b>7,567</b>	<b>6,603</b>	<b>5,949</b>	<b>5,959</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(4,858)	(4,999)	(4,999)	(5,037)	(4,900)	(4,751)	(4,751)
Supplies and services .....	(1,051)	(1,306)	(1,306)	(1,044)	(589)	(599)	(609)
Accommodation .....	(646)	(931)	(931)	(938)	(943)	(428)	(428)
GST payments .....	(257)	(63)	(63)	(63)	(63)	(63)	(63)
Finance and interest costs.....	(2)	(2)	(1)	(2)	(4)	(3)	(2)
Other payments.....	(211)	(133)	(133)	(133)	(133)	(133)	(133)
<b>Receipts <sup>(b)</sup></b>							
Sale of goods and services.....	-	-	-	-	127	127	127
GST receipts .....	230	63	63	63	63	63	63
Other receipts .....	13	-	-	-	-	-	-
<b>Net cash from operating activities .....</b>	<b>(6,782)</b>	<b>(7,371)</b>	<b>(7,370)</b>	<b>(7,154)</b>	<b>(6,442)</b>	<b>(5,787)</b>	<b>(5,796)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(691)	(2,949)	(2,949)	(366)	(116)	(116)	(116)
<b>Net cash from investing activities.....</b>	<b>(691)</b>	<b>(2,949)</b>	<b>(2,949)</b>	<b>(366)</b>	<b>(116)</b>	<b>(116)</b>	<b>(116)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(23)	(27)	(30)	(30)	(29)	(30)	(31)
Other proceeds .....	1	-	-	-	-	-	-
<b>Net cash from financing activities.....</b>	<b>(22)</b>	<b>(27)</b>	<b>(30)</b>	<b>(30)</b>	<b>(29)</b>	<b>(30)</b>	<b>(31)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>1,805</b>	<b>(2,041)</b>	<b>(2,043)</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>16</b>
Cash assets at the beginning of the reporting period .....	433	2,273	2,238	195	212	228	244
<b>Cash assets at the end of the reporting period .....</b>	<b>2,238</b>	<b>232</b>	<b>195</b>	<b>212</b>	<b>228</b>	<b>244</b>	<b>260</b>

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

(b) 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 Establishment. 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**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>Sale of Goods and Services</b>							
Sale of Goods and Services .....	-	-	-	-	127	127	127
<b>GST Receipts</b>							
GST Receipts on Sales .....	-	2	-	-	3	3	3
GST Input Credits .....	230	61	63	63	60	60	60
<b>Other Receipts</b>							
Recoups of Expenses from Joint Events at Government House.....	10	-	-	-	-	-	-
Workers Compensation Insurance Recoveries from Previous Years.....	3	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>243</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>190</b>	<b>190</b>	<b>190</b>

## Appropriations, Expenses and Cash Assets

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 9 Net amount appropriated to deliver services .....	30,403	6,747	7,944	7,334	7,311	25,893	7,436
<b>Amount Authorised by Other Statutes</b>							
- Electoral Act 1907 .....	5,470	-	-	800	1,600	4,498	-
- Industrial Relations Act 1979 .....	116	116	116	116	116	116	116
- Salaries and Allowances Act 1975 .....	486	488	488	490	492	494	494
Total appropriations provided to deliver services.....	36,475	7,351	8,548	8,740	9,519	31,001	8,046
<b>CAPITAL</b>							
Item 99 Capital Appropriation .....	884	22	15	14	14	15	15
<b>TOTAL APPROPRIATIONS .....</b>	<b>37,359</b>	<b>7,373</b>	<b>8,563</b>	<b>8,754</b>	<b>9,533</b>	<b>31,016</b>	<b>8,061</b>
<b>EXPENSES</b>							
Total Cost of Services .....	39,553	12,569	13,766	10,008	14,187	32,356	12,951
Net Cost of Services <sup>(a)</sup> .....	39,147	6,881	8,078	9,920	8,499	32,268	7,263
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>2,370</b>	<b>2,183</b>	<b>2,920</b>	<b>1,820</b>	<b>2,920</b>	<b>1,820</b>	<b>2,771</b>

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

(b) As at 30 June each financial year.

## Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Commission's Income Statement since presentation of the 2021-22 Budget to Parliament on 9 September 2021, are outlined below:

	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
2021 State Government Election.....	346	-	-	-	-
2022-23 Streamlined Budget Process Incentive Funding.....	-	130	-	-	-
Joint Roll Arrangement with the Australian Electoral Commission.....	415	423	432	441	449
Non-voter Project.....	124	-	-	-	-
State Fleet Policy and Procurement Initiatives.....	(8)	(8)	(6)	(7)	(7)
State Government Election Review .....	280	-	-	-	-
Technology Assisted Voting Project .....	40	-	-	-	-

## Significant Issues Impacting the Agency

1. The Commission will support the Office of the Electoral Distribution Commissioners in determining the next distribution of electoral boundaries through facilitating the public consultation process and the resulting review of electoral boundaries ahead of the next State General Election in March 2025.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Western Australian electors participate in independent and impartial elections or referenda conducted by the Commission as part of democratic processes.	1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and Other Electoral Clients

### Service Summary

Expense	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and Other Electoral Clients .....	39,553	12,569	13,766	10,008	14,187	32,356	12,951
<b>Total Cost of Services .....</b>	<b>39,553</b>	<b>12,569</b>	<b>13,766</b>	<b>10,008</b>	<b>14,187</b>	<b>32,356</b>	<b>12,951</b>

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

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
<b>Outcome: Western Australian electors participate in independent and impartial elections or referenda conducted by the Commission as part of democratic processes:</b>					
The number of relevant breaches of 'Declaration by Officer' (Forms 1) upheld by a Court of Disputed Returns .....	nil	nil	nil	nil	1
Percentage of enrolled electors voting in State general elections (or by-elections) or referenda .....	85.5%	n/a	n/a	n/a	2
Percentage of eligible Western Australian electors on the State Electoral Roll .....	96.5%	96.4%	96.5%	96.9%	3
Average percentage of enrolled electors voting in local government ordinary (or extraordinary) postal elections or referenda conducted by the Commission .....	34.3%	29.7%	30.2%	30.2%	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 number of relevant breaches of 'Declaration by Officer' is an indicator which reflects the Commission's objective of conducting independent elections.
2. The percentage of eligible electors on the State Electoral Roll is an indicator that provides a link to the Commission's objective of enabling electors to participate in the electoral process. It is estimated there will be 1,731,389 enrolled electors out of an estimated eligible population of 1,796,261 people by 30 June 2022. There are no planned State Government elections for 2022-23.
3. There are no planned State Government elections, by-elections or referenda to be held in 2022-23. In 2020-21 an 85.5% participation rate was recorded for the State General Election 2021, as 1,467,173 electors voted out of an actual enrolled population of 1,716,732 on 13 March 2021. The 2022-23 Budget Target is 96.9% as the enrolment process is ongoing.
4. The 2021-22 Estimated Actual of 30.2% relates to enrolled electors who voted in the Local Government Ordinary Election in October 2021. The participation for the Biennial Local Government Election in 2021 was 1,648,845 enrolled electors and 497,357 voters.

## Services and Key Efficiency Indicators

### 1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and Other Electoral Clients

Provision of an impartial, independent and efficient electoral service to Parliamentary and non-Parliamentary electoral customers.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 39,553	\$'000 12,569	\$'000 13,766	\$'000 10,008	1
Less Income .....	406	5,688	5,688	88	2
Net Cost of Service .....	39,147	6,881	8,078	9,920	
<b>Employees (Full-Time Equivalents) .....</b>	<b>44</b>	<b>41</b>	<b>45</b>	<b>44</b>	<b>3</b>
<b>Efficiency Indicators</b>					
Average cost per elector of providing electoral services (enrolment and election management) .....	\$4.18	\$4.10	\$4.38	\$4.38	4
Average cost per elector of conducting State general elections (or by-elections) or referenda events.....	\$14.43	n/a	n/a	n/a	5
Average cost per elector of conducting local government ordinary (or extraordinary) elections conducted by the Commission.....	\$4.50	\$4.50	\$4.29	n/a	6

### Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service for the 2022-23 Budget Target compared with the 2021-22 Estimated Actual (\$3.7 million) reflects costs associated with conducting the Local Government Ordinary Elections 2021 held on 16 October 2021. The 2021-22 Estimated Actual is higher than the 2021-22 Budget due to carryover expenses from the State Government Election 2021, the costs of a review of the State Government Election 2021 and accumulated indexation costs arising from the Joint Roll Agreement with the Australian Electoral Commission.
2. The decrease in income of \$5.6 million for the 2022-23 Budget Target compared to the 2021-22 Estimated Actual reflects the recoup of costs associated with the Local Government Ordinary Elections 2021. The 2022-23 Budget Target is lower as there are no planned State or Local Government elections in 2022-23.
3. The 2022-23 Budget Target for Employees (Full-Time Equivalents) (FTEs) is higher than the 2021-22 Budget and reflects an additional three finite FTEs approved to carry out the review of the State General Election 2021 and plan for the State General Election 2025.
4. The average cost has remained static as the next State General Election will be held in March 2025.
5. There are no planned State Government elections, by-elections or referenda to be held in 2022-23. The next State General Election will be held in March 2025.
6. The 2021-22 Estimated Actual average cost per elector was lower than that the 2021-22 Budget due to a higher than expected turnout of voters in October 2021. There is no Budget Target average cost per elector for 2022-23 as there are no Local Government Ordinary Elections planned.

## Asset Investment Program

- The Commission continues to implement its Strategic Asset Plan with the focus on asset replacement and ICT systems upgrades, with \$267,000 funded from the Holding Account.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-22 \$'000	2021-22 Estimated Expenditure \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COMPLETED WORKS</b>							
Asset Replacement - 2021-22 Program .....	50	50	50	-	-	-	-
ICT System Upgrade - 2021-22 Program .....	217	217	217	-	-	-	-
<b>NEW WORKS</b>							
<b>Asset Replacement</b>							
2022-23 Program .....	50	-	-	50	-	-	-
2023-24 Program .....	50	-	-	-	50	-	-
2024-25 Program .....	50	-	-	-	-	50	-
2025-26 Program .....	50	-	-	-	-	-	50
<b>ICT System Upgrade</b>							
2022-23 Program .....	217	-	-	217	-	-	-
2023-24 Program .....	217	-	-	-	217	-	-
2024-25 Program .....	250	-	-	-	-	250	-
2025-26 Program .....	217	-	-	-	-	-	217
<b>Total Cost of Asset Investment Program .....</b>	<b>1,368</b>	<b>267</b>	<b>267</b>	<b>267</b>	<b>267</b>	<b>300</b>	<b>267</b>
<b>FUNDED BY</b>							
Drawdowns from the Holding Account .....			267	267	267	300	267
<b>Total Funding .....</b>			<b>267</b>	<b>267</b>	<b>267</b>	<b>300</b>	<b>267</b>

## Financial Statements

### Income Statement

#### Expenses

- The decrease in Total Cost of Services for the 2022-23 Budget Year compared with the 2021-22 Estimated Actual (\$3.7 million or 27%) is a result of the costs associated with conducting the Local Government Ordinary Elections 2021.
- The decrease of \$0.8 million (13%) in employee benefits for the 2022-23 Budget Year compared with the 2021-22 Estimated Actual is a result of the reduction in casual employees associated with the 2021 Local Government Ordinary Elections.
- The decrease in supplies and services for the 2022-23 Budget Year compared with the 2021-22 Estimated Actual (\$3 million or 52%) mainly reflects significant one-off costs associated with conducting the Local Government Ordinary Elections 2021 and unavoidable cost pressures relating to the 2021 State Government Election.

#### Income

- The decrease of \$5.6 million (98%) in the sale of goods and services for the 2022-23 Budget Year compared with the 2021-22 Estimated Actual is due to not conducting any Local Government Ordinary Elections within the year.

### Statement of Cashflows

- The decrease of \$1.1 million (38%) in cash balances between the 2021-22 Estimated Actuals and 2022-23 Budget Year is due to not conducting any Local Government Ordinary Elections within the year.

**INCOME STATEMENT (a)**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	12,662	6,227	6,227	5,398	6,536	12,851	6,142
Grants and subsidies <sup>(c)</sup> .....	5,050	20	20	-	-	4,498	-
Supplies and services .....	17,220	4,495	5,700	2,723	5,180	11,082	4,884
Accommodation .....	1,226	992	992	967	982	1,109	1,005
Depreciation and amortisation .....	499	282	275	275	274	274	274
Finance and interest costs .....	1	2	1	3	3	2	2
Other expenses .....	2,895	551	551	642	1,212	2,540	644
<b>TOTAL COST OF SERVICES .....</b>	<b>39,553</b>	<b>12,569</b>	<b>13,766</b>	<b>10,008</b>	<b>14,187</b>	<b>32,356</b>	<b>12,951</b>
<b>Income</b>							
Sale of goods and services .....	406	5,687	5,687	87	5,687	87	5,687
Other revenue .....	-	1	1	1	1	1	1
<b>Total Income .....</b>	<b>406</b>	<b>5,688</b>	<b>5,688</b>	<b>88</b>	<b>5,688</b>	<b>88</b>	<b>5,688</b>
<b>NET COST OF SERVICES .....</b>	<b>39,147</b>	<b>6,881</b>	<b>8,078</b>	<b>9,920</b>	<b>8,499</b>	<b>32,268</b>	<b>7,263</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	36,475	7,351	8,548	8,740	9,519	31,001	8,046
Resources received free of charge .....	90	63	63	63	63	150	150
Other revenues .....	32	17	17	17	17	17	17
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>36,597</b>	<b>7,431</b>	<b>8,628</b>	<b>8,820</b>	<b>9,599</b>	<b>31,168</b>	<b>8,213</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(2,550)</b>	<b>550</b>	<b>550</b>	<b>(1,100)</b>	<b>1,100</b>	<b>(1,100)</b>	<b>950</b>

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

(b) The full-time equivalents for 2020-21 Actual, 2021-22 Estimated Actual and 2022-23 Budget Year are 44, 45 and 45 respectively.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
Public Funding of Political Parties and Candidates in State Elections .....	5,050	20	20	-	-	4,498	-
<b>TOTAL .....</b>	<b>5,050</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>4,498</b>	<b>-</b>



**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	2,294	2,093	2,827	1,710	2,793	1,674	2,604
Holding Account receivables .....	267	267	267	267	300	267	267
Receivables .....	1,280	153	1,280	1,280	1,280	1,280	1,280
Other.....	237	253	237	237	237	237	517
<b>Total current assets .....</b>	<b>4,078</b>	<b>2,766</b>	<b>4,611</b>	<b>3,494</b>	<b>4,610</b>	<b>3,458</b>	<b>4,668</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	510	525	518	526	500	507	514
Property, plant and equipment.....	905	958	926	931	917	903	906
Intangibles .....	1,905	1,910	1,912	1,919	1,926	1,933	1,947
Restricted cash .....	76	90	93	110	127	146	167
Other.....	12	5	12	12	12	12	12
<b>Total non-current assets .....</b>	<b>3,408</b>	<b>3,488</b>	<b>3,461</b>	<b>3,498</b>	<b>3,482</b>	<b>3,501</b>	<b>3,546</b>
<b>TOTAL ASSETS .....</b>	<b>7,486</b>	<b>6,254</b>	<b>8,072</b>	<b>6,992</b>	<b>8,092</b>	<b>6,959</b>	<b>8,214</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	1,472	1,135	1,472	1,472	1,472	1,472	1,472
Payables .....	61	80	34	34	34	1	53
Borrowings and leases .....	16	17	16	16	17	16	17
Other.....	2,185	73	2,185	2,185	2,185	2,185	2,185
<b>Total current liabilities .....</b>	<b>3,734</b>	<b>1,305</b>	<b>3,707</b>	<b>3,707</b>	<b>3,708</b>	<b>3,674</b>	<b>3,727</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	182	218	182	182	182	182	418
Borrowings and leases .....	16	20	38	44	30	16	17
<b>Total non-current liabilities .....</b>	<b>198</b>	<b>238</b>	<b>220</b>	<b>226</b>	<b>212</b>	<b>198</b>	<b>435</b>
<b>TOTAL LIABILITIES.....</b>	<b>3,932</b>	<b>1,543</b>	<b>3,927</b>	<b>3,933</b>	<b>3,920</b>	<b>3,872</b>	<b>4,162</b>
<b>EQUITY</b>							
Contributed equity .....	1,416	1,455	1,457	1,471	1,484	1,499	1,514
Accumulated surplus/(deficit).....	2,288	3,256	2,838	1,738	2,838	1,738	2,688
Other.....	(150)	-	(150)	(150)	(150)	(150)	(150)
<b>Total equity .....</b>	<b>3,554</b>	<b>4,711</b>	<b>4,145</b>	<b>3,059</b>	<b>4,172</b>	<b>3,087</b>	<b>4,052</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>7,486</b>	<b>6,254</b>	<b>8,072</b>	<b>6,992</b>	<b>8,092</b>	<b>6,959</b>	<b>8,214</b>

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

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	36,168	7,069	8,273	8,465	9,245	30,727	7,772
Capital appropriation .....	884	22	15	14	14	15	15
Holding Account drawdowns .....	300	267	267	267	267	300	267
Other.....	30	17	17	17	17	17	17
<b>Net cash provided by Government .....</b>	<b>37,382</b>	<b>7,375</b>	<b>8,572</b>	<b>8,763</b>	<b>9,543</b>	<b>31,059</b>	<b>8,071</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(12,322)	(6,252)	(6,252)	(5,138)	(6,274)	(12,851)	(5,906)
Grants and subsidies.....	(5,050)	(20)	(20)	-	-	(4,498)	-
Supplies and services .....	(14,023)	(4,310)	(5,515)	(2,821)	(4,968)	(10,397)	(4,952)
Accommodation .....	(1,342)	(992)	(992)	(967)	(982)	(1,109)	(1,005)
GST payments .....	(2,036)	(615)	(615)	(495)	(615)	(780)	(201)
Finance and interest costs.....	(1)	(2)	(1)	(3)	(3)	(2)	(2)
Other payments.....	(4,009)	(648)	(648)	(741)	(1,623)	(3,075)	(661)
<b>Receipts <sup>(b)</sup></b>							
Sale of goods and services.....	402	5,687	5,687	87	5,687	87	5,687
GST receipts .....	1,101	615	615	495	615	780	201
Other receipts .....	-	1	1	1	1	1	1
<b>Net cash from operating activities .....</b>	<b>(37,280)</b>	<b>(6,536)</b>	<b>(7,740)</b>	<b>(9,582)</b>	<b>(8,162)</b>	<b>(31,844)</b>	<b>(6,838)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(1,312)	(267)	(267)	(267)	(267)	(300)	(267)
<b>Net cash from investing activities.....</b>	<b>(1,312)</b>	<b>(267)</b>	<b>(267)</b>	<b>(267)</b>	<b>(267)</b>	<b>(300)</b>	<b>(267)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases <sup>(c)</sup> .....	(5,018)	(22)	(15)	(14)	(14)	(15)	(15)
Other payments.....	(342)	-	-	-	-	-	-
Proceeds from borrowings <sup>(c)</sup> .....	5,000	-	-	-	-	-	-
<b>Net cash from financing activities.....</b>	<b>(360)</b>	<b>(22)</b>	<b>(15)</b>	<b>(14)</b>	<b>(14)</b>	<b>(15)</b>	<b>(15)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>(1,570)</b>	<b>550</b>	<b>550</b>	<b>(1,100)</b>	<b>1,100</b>	<b>(1,100)</b>	<b>951</b>
Cash assets at the beginning of the reporting period .....	3,940	1,633	2,370	2,920	1,820	2,920	1,820
<b>Cash assets at the end of the reporting period .....</b>	<b>2,370</b>	<b>2,183</b>	<b>2,920</b>	<b>1,820</b>	<b>2,920</b>	<b>1,820</b>	<b>2,771</b>

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

(b) 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 Commission. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

(c) Repayment of a Treasurer's Advance approved to meet costs of the 2021 State Government Election.

**NET APPROPRIATION DETERMINATION**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>Sale of Goods and Services</b>							
Election Services Recoups							
Local Government <sup>(a)</sup> .....	289	5,600	5,600	-	5,600	-	5,600
Non-Parliamentary Elections.....	113	87	87	87	87	87	87
Other Government Agencies.....	30	17	17	17	17	17	17
<b>GST Receipts</b>							
GST Input Credits <sup>(b)</sup> .....	1,058	135	135	486	135	230	151
GST Receipt on Sales <sup>(c)</sup> .....	43	480	480	9	480	550	50
<b>Other Receipts</b>							
Vehicles Leased from State Fleet							
Employee Contributions.....	-	1	1	1	1	1	1
<b>TOTAL .....</b>	<b>1,533</b>	<b>6,320</b>	<b>6,320</b>	<b>600</b>	<b>6,320</b>	<b>885</b>	<b>5,906</b>

- (a) There is a decrease in Local Government Recoups for the 2022-23 Budget Year compared to the 2021-22 Estimated Actual as no local government elections are planned.
- (b) There is an increase in GST Input Credits for the 2022-23 Budget Year compared to the 2021-22 Estimated Actual due to expenses exceeding income for the year.
- (c) There is a decrease in GST Receipts on Sales for the 2022-23 Budget Year compared to the 2021-22 Estimated Actual due to no elections being conducted for the year.

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>INCOME</b>							
<b>Fines</b>							
Non-voters.....	70	800	800	-	-	600	-
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>70</b>	<b>800</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>600</b>	<b>-</b>
<b>EXPENSES</b>							
<b>Other</b>							
Payment to Consolidated Account .....	-	800	800	-	-	600	-
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>-</b>	<b>800</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>600</b>	<b>-</b>

## Division 7 **Salaries and Allowances Tribunal**

### Part 2 **Government Administration**

#### **Appropriations, Expenses and Cash Assets**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 10 Net amount appropriated to deliver services .....	1,002	1,018	1,017	1,034	1,025	1,036	1,041
Total appropriations provided to deliver services.....	1,002	1,018	1,017	1,034	1,025	1,036	1,041
<b>CAPITAL</b>							
Item 100 Capital Appropriation.....	-	4	2	3	3	3	4
<b>TOTAL APPROPRIATIONS .....</b>	<b>1,002</b>	<b>1,022</b>	<b>1,019</b>	<b>1,037</b>	<b>1,028</b>	<b>1,039</b>	<b>1,045</b>
<b>EXPENSES</b>							
Total Cost of Services .....	656	1,070	1,069	1,086	1,077	1,088	1,093
Net Cost of Services <sup>(a)</sup> .....	656	1,068	1,067	1,084	1,075	1,086	1,091
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>1,774</b>	<b>1,697</b>	<b>1,780</b>	<b>1,780</b>	<b>1,780</b>	<b>1,780</b>	<b>1,780</b>

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

(b) As at 30 June each financial year.

#### **Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Tribunal's Income Statement since presentation of the 2021-22 Budget to Parliament on 9 September 2021, are outlined below:

	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
2022-23 Streamlined Budget Process Incentive Funding.....	-	20	-	-	-

#### **Significant Issues Impacting the Agency**

1. The Tribunal has resumed its full powers following the expiry of the restrictions from the *Salaries and Allowances (Debt and Deficit Remuneration) Act 2018*. The Tribunal will continue to monitor all available data to ensure a fair and equitable system of remuneration for members of the judiciary, Members of Parliament and senior public office holders within the context of the Government Budget and broader Western Australian economy.

## 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 Tribunal'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.

Desired Outcome	Service
A fair and equitable system of remuneration for the Governor, Members of Parliament, Senior Government Officers, Local Government Chief Executive Officers (CEOs), Judicial and Magisterial Officers, superannuation benefits for Members of Parliament and fees, expenses and allowances for local government elected council members.	1. Support Services to the Salaries and Allowances Tribunal

### Service Summary

Expense	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
1. Support Services to the Salaries and Allowances Tribunal .....	656	1,070	1,069	1,086	1,077	1,088	1,093
<b>Total Cost of Services .....</b>	<b>656</b>	<b>1,070</b>	<b>1,069</b>	<b>1,086</b>	<b>1,077</b>	<b>1,088</b>	<b>1,093</b>

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

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
<b>Outcome: A fair and equitable system of remuneration for the Governor, Members of Parliament, Senior Government Officers, Local Government CEOs, Judicial and Magisterial Officers, superannuation benefits for Members of Parliament and fees, expenses and allowances for local government elected council members:</b>					
Quantity - Determinations/reports.....	20	20	27	25	1
Quality - Tribunal satisfaction with the quality of service provided. ....	100%	100%	100%	100%	
Timeliness - Tribunal satisfaction with timeliness of service provided.....	100%	100%	100%	100%	
The extent to which the Salaries and Allowances Tribunal is satisfied with the support services provided. ....	100%	100%	100%	100%	

### Explanation of Significant Movements

(Notes)

- The number of determinations required by the Tribunal in 2021-22 was greater than anticipated due to a higher than expected movement within the Special Division of the public service and changes required to various allowances within the Tribunal's jurisdiction. The variance between the 2021-22 Budget and the 2022-23 Budget Target is an estimation of the number of determinations required due to annual inquiries, appointments, vacancies and restructures within the Tribunal's jurisdiction.

## Services and Key Efficiency Indicators

### 1. Support Services to the Salaries and Allowances Tribunal

Support services assist the Tribunal to:

- determine the remuneration paid or provided to holders of certain public offices including the Governor, Members of Parliament, Senior Government Officers, Industrial Relations Commissioners, full-time members of the State Administrative Tribunal, local government CEOs, Government Trading Enterprise CEOs and University Governing Board members;
- determine certain matters relating to the superannuation benefits for Members of Parliament;
- determine the fees, expenses and allowances to be paid or reimbursed to local government elected council members; and
- report on remuneration to be paid or provided to members of the judiciary and magistracy.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 656	\$'000 1,070	\$'000 1,069	\$'000 1,086	
Less Income .....	nil	2	2	2	
Net Cost of Service .....	656	1,068	1,067	1,084	
Employees (Full-Time Equivalents) .....	3	3	3	3	
<b>Efficiency Indicators</b>					
Cost (efficiency) - Average cost per determination report.....	\$32,800	\$53,500	\$39,593	\$43,440	1

### Explanation of Significant Movements

(Notes)

1. The decrease of \$13,907 (26%) in the 2021-22 Estimated Actual compared to the 2021-22 Budget reflects a higher than anticipated number of determinations conducted. The decrease of \$10,060 (18.8%) in the 2022-23 Budget Target compared to the 2021-22 Budget is due to an expected higher number of determinations required due to annual inquiries, appointments, vacancies and restructures within the Tribunal's jurisdiction.

## Financial Statements

### INCOME STATEMENT (Controlled)

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(a)</sup> .....	469	543	543	547	553	559	559
Supplies and services .....	104	452	452	466	451	456	461
Accommodation .....	56	61	61	61	61	61	61
Depreciation and amortisation .....	8	4	3	3	3	3	3
Finance and interest costs .....	-	1	1	-	-	-	-
Other expenses .....	19	9	9	9	9	9	9
<b>TOTAL COST OF SERVICES .....</b>	<b>656</b>	<b>1,070</b>	<b>1,069</b>	<b>1,086</b>	<b>1,077</b>	<b>1,088</b>	<b>1,093</b>
<b>Income</b>							
Other revenue .....	-	2	2	2	2	2	2
<b>Total Income .....</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>NET COST OF SERVICES .....</b>	<b>656</b>	<b>1,068</b>	<b>1,067</b>	<b>1,084</b>	<b>1,075</b>	<b>1,086</b>	<b>1,091</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	1,002	1,018	1,017	1,034	1,025	1,036	1,041
Resources received free of charge .....	94	50	50	50	50	50	50
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>1,096</b>	<b>1,068</b>	<b>1,067</b>	<b>1,084</b>	<b>1,075</b>	<b>1,086</b>	<b>1,091</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>440</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

(a) The full-time equivalents for 2020-21 Actual, 2021-22 Estimated Actual and 2022-23 Budget Year are 3, 3 and 3 respectively.

**STATEMENT OF FINANCIAL POSITION  
(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	1,767	1,686	1,771	1,769	1,767	1,767	1,765
Receivables .....	1	3	1	1	1	1	1
Total current assets .....	1,768	1,689	1,772	1,770	1,768	1,768	1,766
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	86	89	89	92	95	98	101
Property, plant and equipment .....	21	24	18	15	12	9	22
Restricted cash .....	7	11	9	11	13	13	15
Total non-current assets .....	114	124	116	118	120	120	138
<b>TOTAL ASSETS</b> .....	1,882	1,813	1,888	1,888	1,888	1,888	1,904
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	66	89	66	66	66	66	66
Payables .....	11	22	17	17	17	17	17
Borrowings and leases .....	3	4	3	3	3	3	4
Total current liabilities .....	80	115	86	86	86	86	87
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	27	14	27	27	27	27	27
Borrowings and leases .....	12	11	10	7	4	1	12
Total non-current liabilities .....	39	25	37	34	31	28	39
<b>TOTAL LIABILITIES</b> .....	119	140	123	120	117	114	126
<b>EQUITY</b>							
Accumulated surplus/(deficit) .....	1,763	1,673	1,765	1,768	1,771	1,774	1,778
<b>Total equity</b> .....	1,763	1,673	1,765	1,768	1,771	1,774	1,778
<b>TOTAL LIABILITIES AND EQUITY</b> .....	1,882	1,813	1,888	1,888	1,888	1,888	1,904



**STATEMENT OF CASHFLOWS  
(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	1,002	1,014	1,014	1,031	1,022	1,033	1,038
Capital appropriation .....	-	4	2	3	3	3	4
<b>Net cash provided by Government .....</b>	<b>1,002</b>	<b>1,018</b>	<b>1,016</b>	<b>1,034</b>	<b>1,025</b>	<b>1,036</b>	<b>1,042</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(484)	(541)	(541)	(545)	(551)	(557)	(557)
Supplies and services .....	(13)	(399)	(399)	(419)	(404)	(409)	(414)
Accommodation .....	(51)	(61)	(61)	(61)	(61)	(61)	(61)
GST payments .....	(8)	(57)	(57)	(57)	(57)	(57)	(57)
Finance and interest costs.....	-	(1)	(1)	-	-	-	-
Other payments.....	(17)	(9)	(9)	(9)	(9)	(9)	(9)
<b>Receipts <sup>(a)</sup></b>							
GST receipts .....	10	58	58	58	58	58	58
Other receipts .....	-	2	2	2	2	2	2
<b>Net cash from operating activities .....</b>	<b>(563)</b>	<b>(1,008)</b>	<b>(1,008)</b>	<b>(1,031)</b>	<b>(1,022)</b>	<b>(1,033)</b>	<b>(1,038)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(4)	(4)	(2)	(3)	(3)	(3)	(4)
<b>Net cash from financing activities.....</b>	<b>(4)</b>	<b>(4)</b>	<b>(2)</b>	<b>(3)</b>	<b>(3)</b>	<b>(3)</b>	<b>(4)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>435</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	1,339	1,691	1,774	1,780	1,780	1,780	1,780
<b>Cash assets at the end of the reporting period .....</b>	<b>1,774</b>	<b>1,697</b>	<b>1,780</b>	<b>1,780</b>	<b>1,780</b>	<b>1,780</b>	<b>1,780</b>

(a) 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 Tribunal. Refer to the Net Appropriation Determination table below for further information.

**NET APPROPRIATION DETERMINATION**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>GST Receipts</b>							
GST Input Credit .....	10	58	58	58	58	58	58
<b>Other Receipts</b>							
Other Receipts .....	-	2	2	2	2	2	2
<b>TOTAL .....</b>	<b>10</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>

**Appropriations, Expenses and Cash Assets**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 11 Net amount appropriated to deliver services .....	2,596	2,819	2,819	<b>2,858</b>	2,835	2,875	2,883
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975 .....	255	256	256	<b>257</b>	258	259	259
Total appropriations provided to deliver services.....	2,851	3,075	3,075	<b>3,115</b>	3,093	3,134	3,142
<b>TOTAL APPROPRIATIONS .....</b>	<b>2,851</b>	<b>3,075</b>	<b>3,075</b>	<b>3,115</b>	<b>3,093</b>	<b>3,134</b>	<b>3,142</b>
<b>EXPENSES</b>							
Total Cost of Services .....	3,371	3,436	3,433	<b>3,274</b>	3,252	3,293	3,301
Net Cost of Services <sup>(a)</sup> .....	3,216	3,433	3,433	<b>3,274</b>	3,252	3,293	3,301
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>1,038</b>	<b>833</b>	<b>818</b>	<b>818</b>	<b>818</b>	<b>818</b>	<b>818</b>

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

(b) As at 30 June each financial year.

**Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Commissioner's Income Statement since presentation of the 2021-22 Budget to Parliament on 9 September 2021, are outlined below:

	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>Other</b>					
2022-23 Streamlined Budget Process Incentive Funding .....	-	56	-	-	-
Government Office Accommodation .....	103	103	103	103	103

**Significant Issues Impacting the Agency**

1. Strategic planning for the Commissioner outlines three key areas of work which will support quality community services being delivered to Western Australians:
  - 1.1. promoting the rights, voices and contributions of children and young people;
  - 1.2. monitoring and advocacy to strengthen the wellbeing of all Western Australian children and young people; and
  - 1.3. prioritising the needs of children and young people who are our most disadvantaged and vulnerable.

2. Based on this strategic direction, the Commissioner will focus on the following key areas for the 2022-23 financial year:
  - 2.1. supporting agencies to embed the child safe principles within their organisations, including contracted services organisations and collaborating to ensure the implementation of the recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse, particularly the establishment of an independent oversight mechanisms for child safe organisations and out-of-home care accreditation;
  - 2.2. continued analysis of the Speaking Out Survey 2021 responses of more than 15,000 children and young people who provided their views about their health and wellbeing, families, and communities. Analysis will focus on mental health, safety at home and in the community, and responses from diverse groups including Aboriginal children and young people and those from culturally and linguistically diverse backgrounds;
  - 2.3. undertake analysis of the Speaking Out Survey 2021 extension fieldwork which was conducted with grant funding from Lotterywest. Children and young people outside of mainstream education, including students with special needs and those in remote communities, were supported to contribute in modified surveys to provide their views about their health and wellbeing;
  - 2.4. continue the Girls' Wellbeing project based on the stand-out result of the Speaking Out Survey 2019 and confirmed by the Speaking Out Survey 2021 that female young people consistently rated their wellbeing below that of their male peers: reporting higher rates of stress, low life satisfaction and not feeling happy about themselves. The project will further explore girls' wellbeing by conducting additional analysis of the Speaking Out Survey 2021 data, consulting with children and young people, advisory committees, focus groups and a young Aboriginal researchers in community program; and
  - 2.5. continued engagement and consultation with children and young people through online platforms and in person visits across Western Australia, to account for challenges associated with COVID-19. This includes advisory committees, focus groups and research projects via Microsoft Teams and other programs.

## Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the 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 Commissioner'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: Supporting our local and regional communities to thrive.	The views and issues of children and young people are heard and acted upon.	1. Consultation, Research and Promotion of the Wellbeing of Children and Young People

## Service Summary

Expense	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
1. Consultation, Research and Promotion of the Wellbeing of Children and Young People .....	3,371	3,436	3,433	3,274	3,252	3,293	3,301
<b>Total Cost of Services .....</b>	<b>3,371</b>	<b>3,436</b>	<b>3,433</b>	<b>3,274</b>	<b>3,252</b>	<b>3,293</b>	<b>3,301</b>

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

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
<b>Outcome: The views and issues of children and young people are heard and acted upon:</b>					
The extent to which children and young people in various regions of the State are consulted .....	17,977	1,500	1,500	2,000	1
The extent to which issues impacting upon children and young people are researched, advocated and promoted.....	368	200	330	250	1

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

## Explanation of Significant Movements

(Notes)

- The 2022-23 Budget Target has been revised upwards from the 2021-22 Budget as a result of the key effectiveness indicators targets review in 2021-22. The revised targets are mainly due to the increased number of children consulted and meetings held, which are now frequently occurring in a virtual meeting format, enabling the Commission to engage with more children and for the Commissioner to meet with the individual stakeholders more frequently.

## Services and Key Efficiency Indicators

### 1. Consultation, Research and Promotion of the Wellbeing of Children and Young People

Consultation, research and the promotion of the wellbeing of children and young people are a responsibility of the Commissioner and the scope and goals for this are prescribed in the *Commissioner for Children and Young People Act 2006*.

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Target \$'000	Note
Total Cost of Service.....	3,371	3,436	3,433	3,274	
Less Income .....	155	3	nil	nil	
<b>Net Cost of Service .....</b>	<b>3,216</b>	<b>3,433</b>	<b>3,433</b>	<b>3,274</b>	
<b>Employees (Full-Time Equivalents) .....</b>	<b>17</b>	<b>15</b>	<b>16</b>	<b>16</b>	
<b>Efficiency Indicators</b>					
Unit cost per child .....	\$87	\$775	\$695	\$498	1
Unit cost per representative .....	\$4,898	\$11,372	\$5,377	\$6,769	2

## Explanation of Significant Movements

(Notes)

1. The decrease in the 2021-22 Estimated Actual and 2022-23 Budget Target compared to the 2021-22 Budget reflects the increased number of consultations held online and greater opportunities for larger-sized group consultations creating efficiencies and economies of scale.
2. The significant decrease in the 2021-22 Estimated Actual and 2022-23 Budget Target compared to the 2021-22 Budget reflects an increase in the number of strategic advocacy meetings held by the Commissioner, which are now occurring in a virtual meeting format, enabling the Commissioner to meet with individual stakeholders more frequently.

## Financial Statements

### Income Statement

#### Expenses

1. The anticipated decrease in supplies and services costs in the 2022-23 Budget Year compared to the 2021-22 Budget and the 2021-22 Estimated Actual is a result of one-off expenditure of \$280,000, relating to the Speaking Out Survey 2021 conducted in 2021-22 and funded from a Lotterywest grant.

#### INCOME STATEMENT <sup>(a)</sup> (Controlled)

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	2,303	2,238	2,238	2,281	2,251	2,294	2,294
Supplies and services .....	399	631	631	437	437	445	453
Accommodation .....	294	405	405	405	407	395	395
Depreciation and amortisation .....	14	25	25	24	24	24	24
Finance and interest costs .....	-	-	-	-	1	1	1
Other expenses .....	361	137	134	127	132	134	134
<b>TOTAL COST OF SERVICES .....</b>	<b>3,371</b>	<b>3,436</b>	<b>3,433</b>	<b>3,274</b>	<b>3,252</b>	<b>3,293</b>	<b>3,301</b>
<b>Income</b>							
Other revenue .....	155	3	-	-	-	-	-
<b>Total Income .....</b>	<b>155</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET COST OF SERVICES .....</b>	<b>3,216</b>	<b>3,433</b>	<b>3,433</b>	<b>3,274</b>	<b>3,252</b>	<b>3,293</b>	<b>3,301</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	2,851	3,075	3,075	3,115	3,093	3,134	3,142
Resources received free of charge .....	195	159	159	159	159	159	159
Other revenues .....	36	280	280	-	-	-	-
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>3,082</b>	<b>3,514</b>	<b>3,514</b>	<b>3,274</b>	<b>3,252</b>	<b>3,293</b>	<b>3,301</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(134)</b>	<b>81</b>	<b>81</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

(b) The full-time equivalents for 2020-21 Actual, 2021-22 Estimated Actual and 2022-23 Budget Year are 17, 16 and 16 respectively.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	1,009	808	789	789	789	789	789
Receivables .....	34	2	29	29	29	22	22
Total current assets .....	1,043	810	818	818	818	811	811
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	523	539	539	555	571	587	603
Property, plant and equipment.....	27	29	18	45	37	29	21
Restricted cash .....	29	25	29	29	29	29	29
Total non-current assets .....	579	593	586	629	637	645	653
<b>TOTAL ASSETS</b> .....	1,622	1,403	1,404	1,447	1,455	1,456	1,464
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	454	308	454	454	454	454	454
Payables .....	28	32	28	28	28	28	28
Borrowings and leases .....	9	7	7	8	8	8	8
Other.....	397	204	105	124	125	141	141
Total current liabilities .....	888	551	594	614	615	631	631
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	41	83	41	41	41	41	41
Borrowings and leases .....	6	1	1	24	16	8	-
Total non-current liabilities .....	47	84	42	65	57	49	41
<b>TOTAL LIABILITIES</b> .....	935	635	636	679	672	680	672
<b>EQUITY</b>							
Contributed equity .....	10	10	10	10	25	18	34
Accumulated surplus .....	677	758	758	758	758	758	758
<b>Total equity</b> .....	687	768	768	768	783	776	792
<b>TOTAL LIABILITIES AND EQUITY</b> .....	1,622	1,403	1,404	1,447	1,455	1,456	1,464

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

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	2,835	3,050	3,050	3,091	3,070	3,111	3,119
Holding Account drawdowns .....	-	9	9	8	7	7	7
Other.....	316	-	-	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>3,151</b>	<b>3,059</b>	<b>3,059</b>	<b>3,099</b>	<b>3,077</b>	<b>3,118</b>	<b>3,126</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(2,184)	(2,243)	(2,243)	(2,286)	(2,256)	(2,299)	(2,299)
Supplies and services .....	(209)	(467)	(467)	(273)	(273)	(282)	(290)
Accommodation .....	(294)	(361)	(361)	(360)	(360)	(347)	(395)
GST payments .....	(89)	(91)	(91)	(91)	(91)	(91)	(91)
Finance and interest costs.....	-	-	-	-	(1)	(1)	(1)
Other payments.....	(297)	(199)	(196)	(168)	(176)	(178)	(130)
<b>Receipts <sup>(b)</sup></b>							
GST receipts .....	60	88	88	88	88	88	88
Other receipts .....	24	3	-	-	-	-	-
<b>Net cash from operating activities .....</b>	<b>(2,989)</b>	<b>(3,270)</b>	<b>(3,270)</b>	<b>(3,090)</b>	<b>(3,069)</b>	<b>(3,110)</b>	<b>(3,118)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases .....	(9)	(9)	(9)	(9)	(8)	(8)	(8)
<b>Net cash from financing activities.....</b>	<b>(9)</b>	<b>(9)</b>	<b>(9)</b>	<b>(9)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>153</b>	<b>(220)</b>	<b>(220)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	885	1,053	1,038	818	818	818	818
<b>Cash assets at the end of the reporting period .....</b>	<b>1,038</b>	<b>833</b>	<b>818</b>	<b>818</b>	<b>818</b>	<b>818</b>	<b>818</b>

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

(b) 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 Commissioner. 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 <sup>(a)</sup>**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>GST Receipts</b>							
GST Receipts from the Australian Taxation Office.....	27	88	88	88	88	88	88
GST Receipts on Sales .....	33	-	-	-	-	-	-
<b>Other Receipts</b>							
All Other Receipts <sup>(b)</sup> .....	340	3	-	-	-	-	-
<b>TOTAL .....</b>	<b>400</b>	<b>91</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>

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

(b) All Other Receipts include a grant received from Lotterywest and contributions to the development of National Child Friendly Complaints Resources and the My Place in WA event.

## Appropriations, Expenses and Cash Assets

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 12 Net amount appropriated to deliver services .....	1,867	1,983	1,983	2,031	2,008	2,034	2,040
Amount Authorised by Other Statutes - Freedom of Information Act 1992.....	278	279	279	280	281	283	283
Total appropriations provided to deliver services.....	2,145	2,262	2,262	2,311	2,289	2,317	2,323
<b>TOTAL APPROPRIATIONS .....</b>	<b>2,145</b>	<b>2,262</b>	<b>2,262</b>	<b>2,311</b>	<b>2,289</b>	<b>2,317</b>	<b>2,323</b>
<b>EXPENSES</b>							
Total Cost of Services .....	2,340	2,384	2,376	2,425	2,403	2,431	2,437
Net Cost of Services <sup>(a)</sup> .....	2,340	2,380	2,372	2,421	2,399	2,427	2,433
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>1,057</b>	<b>965</b>	<b>1,027</b>	<b>1,019</b>	<b>1,011</b>	<b>1,003</b>	<b>995</b>

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

(b) As at 30 June each financial year.

## Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Office's Income Statement since presentation of the 2021-22 Budget to Parliament on 9 September 2021, are outlined below:

	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
2022-23 Streamlined Budget Process Incentive Funding .....	-	40	-	-	-



## Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the 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: Supporting our local and regional communities to thrive.	Access to documents and observance of processes in accordance with the <i>Freedom of Information Act 1992</i> .	1. Resolution of Complaints 2. Advice and Awareness

### Service Summary

Expense	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
1. Resolution of Complaints.....	1,638	1,669	1,663	1,698	1,682	1,702	1,706
2. Advice and Awareness.....	702	715	713	727	721	729	731
<b>Total Cost of Services .....</b>	<b>2,340</b>	<b>2,384</b>	<b>2,376</b>	<b>2,425</b>	<b>2,403</b>	<b>2,431</b>	<b>2,437</b>

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

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
<b>Outcome: Access to documents and observance of processes in accordance with the <i>Freedom of Information Act 1992</i>:</b>					
Participants satisfied with complaint resolution and external review processes adopted by the Information Commissioner.....	76%	85%	81%	85%	
Applications for external review resolved by conciliation.....	63%	70%	71%	70%	
Agencies satisfied with the advice and guidance provided by the Information Commissioner.....	100%	98%	98%	98%	

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

## Services and Key Efficiency Indicators

### 1. Resolution of Complaints

This service provides an independent review and complaint resolution process, which resolves cases in a timely manner and balances the competing needs and expectations of applicants, agencies and Parliament within legislative requirements prescribed by the *Freedom of Information Act 1992*.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 1,638	\$'000 1,669	\$'000 1,663	\$'000 1,698	
Less Income .....	nil	3	3	3	
Net Cost of Service .....	1,638	1,666	1,660	1,695	
Employees (Full-Time Equivalents) .....	9	9	10	11	
<b>Efficiency Indicators</b>					
Average cost per complaint and external review finalised .....	\$7,155	\$7,016	\$9,171	\$8,472	1

### Explanation of Significant Movements

(Notes)

1. The number of external review matters to be finalised in 2021-22 was estimated to be 238 and is higher than the revised estimate of 181. Estimates are based on the number of matters that can reasonably be expected to be finalised per relevant full-time equivalent (FTE), using the finalisation rate per FTE from the current year. Unforeseen reductions of the relevant FTE count during 2021-22 has impacted the number of matters estimated to be finalised. Based on the 2021-22 Estimated Actual, it is estimated that 200 external review matters will be finalised in 2022-23.

### 2. Advice and Awareness

This service provides objective advice and information to members of the public and agencies to assist in the proper lodgement and processing of applications under the *Freedom of Information Act 1992*. This service also proposes initiatives to enhance efficiency in agency administration when dealing with applications received and conduct briefings and training sessions for agency staff.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 702	\$'000 715	\$'000 713	\$'000 727	
Less Income .....	nil	1	1	1	
Net Cost of Service .....	702	714	712	726	
Employees (Full-Time Equivalents) .....	2	2	2	2	
<b>Efficiency Indicators</b>					
Average cost of service per application lodged .....	\$215	\$219	\$341	\$348	1

### Explanation of Significant Movements

(Notes)

1. The increase in the average cost of service per application lodged from the 2021-22 Budget to the 2021-22 Estimated Actual and 2022-23 Budget Target is due to a lower than estimated number of recipients receiving advice units. The method in which training resources are delivered and the manner of calculating those registrations as an advice unit was updated during the year, contributing to this decrease.

## Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-22 \$'000	2021-22 Estimated Expenditure \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COMPLETED WORKS</b>							
Computer and Office Equipment Replacement.....	22	22	22	-	-	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUNDED BY</b>							
Internal Funds and Balances.....			22	-	-	-	-
<b>Total Funding .....</b>			<b>22</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Financial Statements

### INCOME STATEMENT <sup>(a)</sup> (Controlled)

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	1,676	1,632	1,632	1,645	1,667	1,689	1,689
Supplies and services .....	390	355	355	379	335	338	344
Accommodation .....	206	218	218	228	228	228	228
Depreciation and amortisation .....	2	14	6	6	6	6	6
Other expenses.....	66	165	165	167	167	170	170
<b>TOTAL COST OF SERVICES .....</b>	<b>2,340</b>	<b>2,384</b>	<b>2,376</b>	<b>2,425</b>	<b>2,403</b>	<b>2,431</b>	<b>2,437</b>
<b>Income</b>							
Other revenue.....	-	4	4	4	4	4	4
<b>Total Income.....</b>	<b>-</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>NET COST OF SERVICES .....</b>	<b>2,340</b>	<b>2,380</b>	<b>2,372</b>	<b>2,421</b>	<b>2,399</b>	<b>2,427</b>	<b>2,433</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations.....	2,145	2,262	2,262	2,311	2,289	2,317	2,323
Resources received free of charge .....	77	110	110	110	110	110	110
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>2,222</b>	<b>2,372</b>	<b>2,372</b>	<b>2,421</b>	<b>2,399</b>	<b>2,427</b>	<b>2,433</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD.....</b>	<b>(118)</b>	<b>(8)</b>	<b>-</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 2020-21 Actual, 2021-22 Estimated Actual and 2022-23 Budget Year are 11, 12 and 13 respectively.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	1,032	947	1,002	994	986	978	970
Receivables .....	12	19	12	12	12	12	12
Other.....	16	34	16	16	16	16	100
Total current assets .....	1,060	1,000	1,030	1,022	1,014	1,006	1,082
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	44	52	52	60	60	60	60
Property, plant and equipment.....	7	15	29	29	37	45	39
Restricted cash .....	25	18	25	25	25	25	25
Total non-current assets .....	76	85	106	114	122	130	124
<b>TOTAL ASSETS .....</b>	<b>1,136</b>	<b>1,085</b>	<b>1,136</b>	<b>1,136</b>	<b>1,136</b>	<b>1,136</b>	<b>1,206</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	372	336	372	372	372	372	372
Payables .....	38	-	38	38	38	38	108
Other.....	-	15	-	-	-	-	-
Total current liabilities .....	410	351	410	410	410	410	480
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	45	25	45	45	45	45	45
Total non-current liabilities .....	45	25	45	45	45	45	45
<b>TOTAL LIABILITIES.....</b>	<b>455</b>	<b>376</b>	<b>455</b>	<b>455</b>	<b>455</b>	<b>455</b>	<b>525</b>
<b>EQUITY</b>							
Contributed equity .....	37	37	37	37	37	37	37
Accumulated surplus/(deficit).....	644	672	644	644	644	644	644
<b>Total equity .....</b>	<b>681</b>	<b>709</b>	<b>681</b>	<b>681</b>	<b>681</b>	<b>681</b>	<b>681</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>1,136</b>	<b>1,085</b>	<b>1,136</b>	<b>1,136</b>	<b>1,136</b>	<b>1,136</b>	<b>1,206</b>

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

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	2,137	2,254	2,254	2,303	2,289	2,317	2,323
<b>Net cash provided by Government .....</b>	<b>2,137</b>	<b>2,254</b>	<b>2,254</b>	<b>2,303</b>	<b>2,289</b>	<b>2,317</b>	<b>2,323</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(1,603)	(1,632)	(1,632)	(1,645)	(1,667)	(1,689)	(1,689)
Supplies and services .....	(309)	(327)	(327)	(351)	(315)	(318)	(324)
Accommodation .....	(198)	(218)	(218)	(228)	(228)	(228)	(228)
GST payments .....	(57)	(30)	(30)	(30)	(30)	(30)	(30)
Other payments.....	(68)	(107)	(107)	(109)	(109)	(112)	(112)
<b>Receipts <sup>(b)</sup></b>							
GST receipts .....	63	48	48	48	48	48	48
Other receipts .....	-	4	4	4	4	4	4
<b>Net cash from operating activities .....</b>	<b>(2,172)</b>	<b>(2,262)</b>	<b>(2,262)</b>	<b>(2,311)</b>	<b>(2,297)</b>	<b>(2,325)</b>	<b>(2,331)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(9)	-	(22)	-	-	-	-
<b>Net cash from investing activities.....</b>	<b>(9)</b>	<b>-</b>	<b>(22)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	1,101	973	1,057	1,027	1,019	1,011	1,003
<b>Cash assets at the end of the reporting period .....</b>	<b>1,057</b>	<b>965</b>	<b>1,027</b>	<b>1,019</b>	<b>1,011</b>	<b>1,003</b>	<b>995</b>

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

(b) 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**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>GST Receipts</b>							
GST Input Credits .....	63	48	48	48	48	48	48
<b>Other Receipts</b>							
Other Receipts .....	-	4	4	4	4	4	4
<b>TOTAL .....</b>	<b>63</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>

# WorkCover WA Authority

## Part 2 Government Administration

### Asset Investment Program

1. The Authority's total approved Asset Investment Program for 2022-23 is \$1 million, which includes:
  - 1.1. Building Maintenance/Asset Replacement - ongoing repairs and general maintenance of the Authority's premises;
  - 1.2. Computer Hardware and Software - ongoing replacement and upgrade of core business systems and infrastructure; and
  - 1.3. Other Equipment - ongoing replacement of office equipment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-22 \$'000	2021-22 Estimated Expenditure \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COMPLETED WORKS</b>							
Building Maintenance/Asset Replacement							
2021-22 Program .....	250	250	250	-	-	-	-
Computer Hardware and Software - 2021-22 Program .....	500	500	500	-	-	-	-
Other Equipment - 2021-22 Program.....	30	30	30	-	-	-	-
<b>NEW WORKS</b>							
Building Maintenance/Asset Replacement Program							
2022-23 Program .....	538	-	-	538	-	-	-
2023-24 Program .....	297	-	-	-	297	-	-
2024-25 Program .....	256	-	-	-	-	256	-
2025-26 Program .....	260	-	-	-	-	-	260
Computer Hardware and Software							
2022-23 Program .....	450	-	-	450	-	-	-
2023-24 Program .....	450	-	-	-	450	-	-
2024-25 Program .....	400	-	-	-	-	400	-
2025-26 Program .....	400	-	-	-	-	-	400
Other Equipment							
2022-23 Program .....	35	-	-	35	-	-	-
2023-24 Program .....	35	-	-	-	35	-	-
2024-25 Program .....	35	-	-	-	-	35	-
2025-26 Program .....	35	-	-	-	-	-	35
<b>Total Cost of Asset Investment Program.....</b>	<b>3,971</b>	<b>780</b>	<b>780</b>	<b>1,023</b>	<b>782</b>	<b>691</b>	<b>695</b>
<b>FUNDED BY</b>							
Internal Funds and Balances.....			780	1,023	782	691	695
<b>Total Funding .....</b>			<b>780</b>	<b>1,023</b>	<b>782</b>	<b>691</b>	<b>695</b>

Division 10 **Registrar, Western Australian Industrial Relations Commission**

Part 2 **Government Administration**

**Appropriations, Expenses and Cash Assets**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 13 Net amount appropriated to deliver services .....	9,476	9,857	9,855	10,230	10,095	10,150	10,194
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975 .....	2,441	3,151	3,151	2,798	2,809	2,827	2,827
Total appropriations provided to deliver services.....	11,917	13,008	13,006	13,028	12,904	12,977	13,021
<b>CAPITAL</b>							
Item 101 Capital Appropriation.....	49	59	57	59	60	58	58
<b>TOTAL APPROPRIATIONS .....</b>	<b>11,966</b>	<b>13,067</b>	<b>13,063</b>	<b>13,087</b>	<b>12,964</b>	<b>13,035</b>	<b>13,079</b>
<b>EXPENSES</b>							
Total Cost of Services .....	12,310	13,375	13,373	13,395	13,164	13,237	13,281
Net Cost of Services <sup>(a)</sup> .....	12,148	13,295	13,293	13,315	13,084	13,157	13,201
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>4,798</b>	<b>5,313</b>	<b>4,681</b>	<b>4,564</b>	<b>4,554</b>	<b>4,544</b>	<b>4,534</b>

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

(b) As at 30 June each financial year.

**Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Department's Income Statement since presentation of the 2021-22 Budget to Parliament on 9 September 2021, are outlined below:

	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
2022-23 Streamlined Budget Process Incentive Funding.....	-	190	-	-	-

## 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 Outcome	Services
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	The prevention and resolution of industrial relations matters.	1. Support to the Western Australian Industrial Relations Commission and Industrial Magistrates Court 2. Conciliation and Arbitration by the Western Australian Industrial Relations Commission

### Service Summary

Expense	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
1. Support to the Western Australian Industrial Relations Commission and Industrial Magistrates Court.....	5,127	5,212	5,263	5,408	5,284	5,306	5,327
2. Conciliation and Arbitration by the Western Australian Industrial Relations Commission .....	7,183	8,163	8,110	7,987	7,880	7,931	7,954
<b>Total Cost of Services .....</b>	<b>12,310</b>	<b>13,375</b>	<b>13,373</b>	<b>13,395</b>	<b>13,164</b>	<b>13,237</b>	<b>13,281</b>

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

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
<b>Outcome: The prevention and resolution of industrial relations matters:</b>					
Percentage of employee, employers, representatives and Western Australian Industrial Relations Commission members satisfied with the service provided by the Department of the Registrar in relation to:					
Timeliness.....	99%	90%	97%	90%	
Accuracy and relevance of information .....	97%	90%	97%	90%	

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



## Services and Key Efficiency Indicators

### 1. Support to the Western Australian Industrial Relations Commission and Industrial Magistrates Court

To provide effective and efficient support to the Commission, allowing the tribunal to provide the community with an efficient means of preventing or resolving industrial relations matters. This output includes the provision of services and support to the Industrial Magistrates Court.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 5,127	\$'000 5,212	\$'000 5,263	\$'000 5,408	
Less Income .....	162	80	80	80	1
Net Cost of Service .....	4,965	5,132	5,183	5,328	
<b>Employees (Full-Time Equivalents) .....</b>	<b>27</b>	<b>30</b>	<b>28</b>	<b>30</b>	
<b>Efficiency Indicators</b>					
Average cost per application registered and recorded .....	\$4,451	\$4,738	\$4,576	\$4,326	

### Explanation of Significant Movements

(Notes)

- The decrease in Income in the 2021-22 Estimated Actual compared to the 2020-21 Actual relates to the accommodation revenue received from the Department of the Premier and Cabinet in relation to the Perth Casino Royal Commission.

### 2. Conciliation and Arbitration by the Western Australian Industrial Relations Commission

This output relates to the activities of the Commission. The Commission provides processes for dealing with the prevention and resolution of conflict in respect of industrial matters. The Commission relies on the Department to manage its financial affairs but is not subject to any form of operational control by the Department and acts independently.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 7,183	\$'000 8,163	\$'000 8,110	\$'000 7,987	
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	7,183	8,163	8,110	7,987	
<b>Employees (Full-Time Equivalents) <sup>(a)</sup>.....</b>	<b>17</b>	<b>23</b>	<b>20</b>	<b>22</b>	

(a) The 2021-22 Budget includes one additional Commissioner and the associates, and one Acting Commissioner.

## Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-22 \$'000	2021-22 Estimated Expenditure \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COMPLETED WORKS</b>							
Asset Replacement - ICT - 2021-22 Program .....	160	160	160	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement - ICT							
2022-23 Program .....	160	-	-	160	-	-	-
2023-24 Program .....	160	-	-	-	160	-	-
2024-25 Program .....	160	-	-	-	-	160	-
2025-26 Program .....	160	-	-	-	-	-	160
<b>Total Cost of Asset Investment Program .....</b>	<b>800</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>
<b>FUNDED BY</b>							
Drawdowns from the Holding Account .....			160	160	160	160	160
<b>Total Funding .....</b>			<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>

## Financial Statements

### INCOME STATEMENT <sup>(a)</sup> (Controlled)

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	6,504	7,621	7,621	7,339	7,424	7,523	7,523
Supplies and services .....	1,543	1,147	1,147	1,347	1,205	1,249	1,293
Accommodation .....	3,380	3,719	3,719	3,833	3,914	3,914	3,914
Depreciation and amortisation .....	508	557	555	515	291	219	219
Finance and interest costs .....	6	7	7	7	6	8	8
Other expenses .....	369	324	324	354	324	324	324
<b>TOTAL COST OF SERVICES .....</b>	<b>12,310</b>	<b>13,375</b>	<b>13,373</b>	<b>13,395</b>	<b>13,164</b>	<b>13,237</b>	<b>13,281</b>
<b>Income</b>							
Sale of goods and services .....	27	80	80	80	80	80	80
Other revenue .....	135	-	-	-	-	-	-
<b>Total Income .....</b>	<b>162</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<b>NET COST OF SERVICES .....</b>	<b>12,148</b>	<b>13,295</b>	<b>13,293</b>	<b>13,315</b>	<b>13,084</b>	<b>13,157</b>	<b>13,201</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	11,917	13,008	13,006	13,028	12,904	12,977	13,021
Resources received free of charge .....	14	50	50	50	50	50	50
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>11,931</b>	<b>13,058</b>	<b>13,056</b>	<b>13,078</b>	<b>12,954</b>	<b>13,027</b>	<b>13,071</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(217)</b>	<b>(237)</b>	<b>(237)</b>	<b>(237)</b>	<b>(130)</b>	<b>(130)</b>	<b>(130)</b>

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

(b) The full-time equivalents for 2020-21 Actual, 2021-22 Estimated Actual and 2022-23 Budget Year are 44, 48 and 52 respectively.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	4,628	5,113	4,481	4,349	4,324	4,304	4,284
Holding Account receivables .....	160	160	160	160	160	160	160
Receivables .....	221	194	221	221	221	221	221
Other.....	72	74	72	72	72	72	72
Total current assets .....	5,081	5,541	4,934	4,802	4,777	4,757	4,737
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	3,141	3,538	3,536	3,891	4,022	4,081	4,140
Property, plant and equipment.....	1,289	831	1,023	669	574	623	629
Intangibles .....	6	-	4	3	1	-	-
Restricted cash .....	170	200	200	215	230	240	250
Total non-current assets .....	4,606	4,569	4,763	4,778	4,827	4,944	5,019
<b>TOTAL ASSETS .....</b>	<b>9,687</b>	<b>10,110</b>	<b>9,697</b>	<b>9,580</b>	<b>9,604</b>	<b>9,701</b>	<b>9,756</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	1,265	1,223	1,265	1,265	1,265	1,265	1,265
Payables.....	70	182	130	130	250	419	479
Borrowings and leases .....	39	63	62	58	48	60	52
Other.....	61	503	121	238	240	240	300
Total current liabilities .....	1,435	1,971	1,578	1,691	1,803	1,984	2,096
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	259	310	259	259	259	259	259
Borrowings and leases .....	65	99	111	56	40	77	92
Total non-current liabilities .....	324	409	370	315	299	336	351
<b>TOTAL LIABILITIES.....</b>	<b>1,759</b>	<b>2,380</b>	<b>1,948</b>	<b>2,006</b>	<b>2,102</b>	<b>2,320</b>	<b>2,447</b>
<b>EQUITY</b>							
Contributed equity .....	(1,467)	(1,408)	(1,409)	(1,347)	(1,289)	(1,280)	(1,222)
Accumulated surplus/(deficit).....	9,395	9,138	9,158	8,921	8,791	8,661	8,531
<b>Total equity .....</b>	<b>7,928</b>	<b>7,730</b>	<b>7,749</b>	<b>7,574</b>	<b>7,502</b>	<b>7,381</b>	<b>7,309</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>9,687</b>	<b>10,110</b>	<b>9,697</b>	<b>9,580</b>	<b>9,604</b>	<b>9,701</b>	<b>9,756</b>

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

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	11,371	12,451	12,451	12,513	12,613	12,758	12,802
Capital appropriation .....	49	59	57	59	60	58	58
Holding Account drawdowns .....	160	160	160	160	160	160	160
<b>Net cash provided by Government .....</b>	<b>11,580</b>	<b>12,670</b>	<b>12,668</b>	<b>12,732</b>	<b>12,833</b>	<b>12,976</b>	<b>13,020</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(6,506)	(7,514)	(7,514)	(7,232)	(7,317)	(7,416)	(7,416)
Supplies and services .....	(1,872)	(1,092)	(1,092)	(1,292)	(1,150)	(1,194)	(1,238)
Accommodation .....	(3,383)	(3,719)	(3,719)	(3,833)	(3,914)	(3,914)	(3,914)
GST payments .....	(617)	(503)	(503)	(503)	(503)	(503)	(503)
Finance and interest costs.....	(6)	(7)	(7)	(7)	(6)	(8)	(8)
Other payments.....	(373)	(316)	(316)	(346)	(316)	(316)	(316)
<b>Receipts <sup>(b)</sup></b>							
Sale of goods and services.....	27	80	80	80	80	80	80
GST receipts .....	628	503	503	503	503	503	503
Other receipts .....	129	-	-	-	-	-	-
<b>Net cash from operating activities .....</b>	<b>(11,973)</b>	<b>(12,568)</b>	<b>(12,568)</b>	<b>(12,630)</b>	<b>(12,623)</b>	<b>(12,768)</b>	<b>(12,812)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(316)	(160)	(160)	(160)	(160)	(160)	(160)
Proceeds from sale of non-current assets.....	8	-	-	-	-	-	-
<b>Net cash from investing activities.....</b>	<b>(308)</b>	<b>(160)</b>	<b>(160)</b>	<b>(160)</b>	<b>(160)</b>	<b>(160)</b>	<b>(160)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(48)	(59)	(57)	(59)	(60)	(58)	(58)
<b>Net cash from financing activities.....</b>	<b>(48)</b>	<b>(59)</b>	<b>(57)</b>	<b>(59)</b>	<b>(60)</b>	<b>(58)</b>	<b>(58)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>(749)</b>	<b>(117)</b>	<b>(117)</b>	<b>(117)</b>	<b>(10)</b>	<b>(10)</b>	<b>(10)</b>
Cash assets at the beginning of the reporting period .....	5,547	5,430	4,798	4,681	4,564	4,554	4,544
<b>Cash assets at the end of the reporting period .....</b>	<b>4,798</b>	<b>5,313</b>	<b>4,681</b>	<b>4,564</b>	<b>4,554</b>	<b>4,544</b>	<b>4,534</b>

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

(b) 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**

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
<b>Sale of Goods and Services</b>							
Sales of Goods and Services .....	27	80	80	80	80	80	80
<b>GST Receipts</b>							
GST Input Credits .....	607	500	500	500	500	500	500
GST Receipts on Sales .....	21	3	3	3	3	3	3
<b>Other Receipts</b>							
Other Receipts .....	129	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>784</b>	<b>583</b>	<b>583</b>	<b>583</b>	<b>583</b>	<b>583</b>	<b>583</b>