

## Part 8

### Community Services

#### Introduction

The Community Services portfolio works with communities to support people with disabilities, vulnerable families, children and young people at risk and seniors. The portfolio particularly focuses on breaking disadvantage to improve lives and cultivating vibrant, inclusive communities through sport, culture and arts industries.

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000
Communities		
– Total Cost of Services .....	3,332,153	3,298,098
– Asset Investment Program .....	350,067	471,441
Keystart Housing Scheme Trust		
– Asset Investment Program .....	2,050	1,550
Local Government, Sport and Cultural Industries		
– Total Cost of Services .....	490,631	517,409
– Asset Investment Program .....	55,731	82,100
Western Australian Sports Centre Trust		
– Total Cost of Services .....	218,447	258,251
– Asset Investment Program .....	64,835	32,810
Western Australian Institute of Sport		
– Asset Investment Program .....	143	143

Agency	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000
Lotteries Commission		
– Asset Investment Program .....	6,309	4,350
Metropolitan Cemeteries Board		
– Asset Investment Program .....	8,314	11,014

## Ministerial Responsibilities

Minister	Agency	Services
Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services	Communities	1. Community Services 2. Homelessness Support Services 3. Earlier Intervention and Family Support Services 4. Preventing and Responding to Family and Domestic Violence 5. Child Protection Assessments and Investigations 6. Care Arrangements and Support Services for Children in the Chief Executive Officer's Care
Minister for Disability Services; Fisheries; Seniors and Ageing; Small Business		
Minister for Housing; Lands; Homelessness; Local Government		
Minister for Emergency Services; Innovation and ICT; Medical Research; Volunteering		
Minister for Water; Forestry; Youth		
Minister for Housing; Lands; Homelessness; Local Government	Communities	7. Rental Housing 8. Home Loans 9. Land and Housing Supply
Minister for Disability Services; Fisheries; Seniors and Ageing; Small Business	Communities	10. Supporting People with Disability to Access Services and Participate in Their Community 11. Living Supports and Care for People with Disability
Minister for Housing; Lands; Homelessness; Local Government	Keystart Housing Scheme Trust	n/a
Minister for Culture and the Arts; Sport and Recreation; International Education; Heritage; Leader of the House	Local Government, Sport and Cultural Industries	1. Cultural and Arts Industry Support 3. Asset and Infrastructure Support Services to Client Agencies 5. Sport and Recreation Industry Support 6. Cultural Heritage Management and Conservation 7. Cultural Heritage Access and Community Engagement and Education 8. State Library Services 9. Public Library Support 10. Venue Management Services 11. Collections Management, Research and Conservation Services 12. Collections Effectively Documented and Digitised 13. Public Sites, Public Programs and Collections Accessed On-site 14. Online Access to Collections, Expertise and Programs 15. Museum Services to the Regions
Minister for Housing; Lands; Homelessness; Local Government	Local Government, Sport and Cultural Industries	2. Regulation and Support of Local Government
Minister for Finance; Racing and Gaming; Aboriginal Affairs; Citizenship and Multicultural Interests	Local Government, Sport and Cultural Industries	4. Regulation of the Gambling and Liquor Industries
Minister for Culture and the Arts; Sport and Recreation; International Education; Heritage; Leader of the House	Western Australian Sports Centre Trust	1. Deliver Training and Competition Facilities for High Performance Sport 2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences
	Western Australian Institute of Sport	n/a

Minister	Agency	Services
Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations	Lotteries Commission	n/a
Minister for Housing; Lands; Homelessness; Local Government	Metropolitan Cemeteries Board	n/a

## Division 35 Communities

### Part 8 Community Services

#### Appropriations, Expenses and Cash Assets

	2020-21 Actual <sup>(a)</sup> \$'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 73 Net amount appropriated to deliver services .....	1,866,948	1,955,111	2,134,280	2,089,883	2,079,340	2,083,995	2,157,806
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975 .....	492	493	493	494	494	494	494
Total appropriations provided to deliver services .....	1,867,440	1,955,604	2,134,773	2,090,377	2,079,834	2,084,489	2,158,300
<b>CAPITAL</b>							
Item 139 Capital Appropriation .....	182,129	165,962	107,813	281,006	174,123	100,715	85,111
<b>TOTAL APPROPRIATIONS</b> .....	2,049,569	2,121,566	2,242,586	2,371,383	2,253,957	2,185,204	2,243,411
<b>EXPENSES</b>							
Total Cost of Services .....	3,195,474	3,227,998	3,332,153	3,298,098	3,270,092	3,314,448	3,431,942
Net Cost of Services <sup>(b)</sup> .....	2,542,830	2,600,153	2,751,204	2,710,228	2,610,089	2,645,282	2,741,057
<b>CASH ASSETS</b> <sup>(c)</sup> .....	370,500	194,514	193,556	95,132	122,267	267,157	293,052

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

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

(c) As at 30 June each financial year.

#### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Department's Income Statement since presentation of the 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>					
Preparedness in the Care Sector .....	1,400	-	-	-	-
Self-isolation Accommodation .....	11,296	-	-	-	-
Small Business Financial Counselling and Advisory Services .....	1,210	-	-	-	-
State Welfare Incident Coordination Centre .....	4,481	4,481	-	-	-
Test Isolation Payment .....	30,000	1,875	-	-	-
<b>New Initiatives</b>					
Children and Community Services Amendment Bill 2021 .....	875	2,251	1,429	1,439	1,449
Digital Capability Fund					
1 Finance - Single Finance System .....	3,796	4,020	-	-	-
1 Human Resource Management System Project .....	1,269	5,410	2,727	-	-
Election Commitments					
Family and Domestic Violence (FDV) One-Stop Hub - Armadale .....	(215)	4,661	3,362	3,348	3,503
Seniors' Safety and Security Rebate Resourcing .....	347	354	-	-	-
Enhanced FDV Response Team .....	-	3,641	948	958	969
Kimberley Youth and Community Justice Response					
Broome Night Patrols and Youth Services .....	-	550	550	-	-
Intensive Family Support .....	-	500	500	500	500
National Partnership Agreement - Family Domestic Sexual Violence Responses .....	7,535	-	-	-	-
North West Aboriginal Housing Fund - Fitzroy Crossing Aboriginal Housing Program .....	-	215	190	349	351

	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000	2023-24 Outyear \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000
Perth Children's Court - Therapeutic Pilot.....	-	209	213	-	-
Safe Perth City Initiative.....	1,753	1,055	-	-	-
Working with Children Check Reforms .....	-	2,198	2,032	-	-
<b>Ongoing Initiatives</b>					
Aboriginal Representative Organisations.....	(328)	662	1,003	-	-
Cadets of Western Australia.....	-	555	542	554	554
Child Protection - Delivery of Services.....	2,017	5,726	4,097	(2,117)	32,042
Community Housing - Crisis Accommodation .....	8,916	8,620	339	233	(1,413)
Criminal Law (Mental Impairment) Bill 2021.....	104	-	-	-	-
Disaster Recovery Assistance Package for Severe Tropical Cyclone Seroja and Other Events.....	7,049	5,680	-	-	-
Extension of HEART and Koort Boodja Homelessness Response .....	-	3,726	-	-	-
Extension of Service Contracts .....	-	24,890	17,107	11,066	10,878
Geraldton and Kununurra Aboriginal Short Stay Accommodation .....	-	640	-	-	-
Historical Institutional Abuse in Care .....	448	1,509	1,489	-	-
Housing and Homelessness Investment Package - Land Acquisitions .....	698	646	(29)	-	-
National Disability Insurance Scheme (NDIS) Worker Screening .....	1,413	2,030	1,991	1,991	1,991
National Redress Scheme Resourcing .....	-	1,116	1,092	-	-
North West Aboriginal Housing Fund					
East Kimberley Transitional Housing Program .....	1	(766)	590	1,229	898
Jalbi Jiya (Your Home) Program .....	(219)	(216)	(267)	(766)	524
Pioneer Park Homelessness Response.....	1,165	-	-	-	-
Redevelopment Site Management and Security .....	381	138	-	-	-
Regional FDV Services in the Kimberley .....	-	455	1,248	1,480	1,313
Regional Renewal Program .....	(837)	3,990	2,928	-	-
Regulation and Quality Assurance to Safeguard Children.....	-	3,634	3,553	3,587	3,621
Royal Commission and Harmful Sexual Behaviour Intervention Program.....	-	1,732	2,120	2,123	-
Seniors Peak Body .....	-	210	210	-	-
Social Housing Economic Recovery Package - New Builds .....	6,012	15,961	11,076	-	-
Social Housing Strategy - Removal of Sales Target 2022-23.....	-	1,708	-	-	-
South West Native Title.....	827	760	595	426	268
Strengthening Child Protection Services and Aboriginal Outcomes.....	-	2,718	4,656	4,760	4,865
Target 120 Expansion .....	-	5,883	5,217	-	-
WA Seniors Card .....	-	124	124	124	124
Yamatji Nation Indigenous Land Use Agreement.....	(481)	351	85	(284)	344
<b>Other</b>					
2022-23 Tariffs, Fees and Charges .....	246	284	347	349	359
Adjustment to Repayment of Borrowings and Commonwealth Debt.....	(37)	(255)	(598)	(4,632)	(6,231)
Digital Capability Fund - Property Asset Management System Project.....	1,025	3,177	232	232	193
Disability Services - Services Delivered by the Commonwealth .....	(41,684)	(41,684)	(41,684)	(41,684)	(41,684)
Esperance Energy Supply Grants Scheme.....	-	1,200	-	-	-
Government Office Accommodation .....	11,939	(39)	(29)	(19)	(8)
National Disability Insurance Scheme Participants .....	78,500	-	-	-	-
National Housing and Homelessness Agreement (NHHA).....	689	1,494	1,762	2,204	5,043
Non-Government Human Services Sector Indexation.....	-	2,258	3,582	5,175	1,473

## Significant Issues Impacting the Agency

### COVID-19 and Emergency Welfare Services

- As Western Australia continues to progress through the COVID-19 pandemic and its recovery phase, vulnerable cohorts and welfare continue to be a focus for the Department. The Department is responsible for leading the State's emergency welfare response to the COVID-19 pandemic and will continue to invest in vulnerable cohorts and services that support Western Australia's social recovery.
- In accordance with emergency management legislation, the Department is responsible for providing emergency accommodation, emergency food provision, emergency clothing and personal requisites, personal support services, registration and reunification, and financial assistance. Additional investment includes:
  - \$11.3 million to purchase commercial accommodation throughout the State for use as emergency self-isolation accommodation. In addition, the Department has purchased temporary transportable accommodation to provide support where commercial accommodation is not available; and
  - \$1.4 million to the Western Australian Council of Social Service to provide small grants to community service organisations to cover the costs of cleaning and incidental expenses incurred as a result of managing COVID-19, and to provide support for the development of a sector-wide response for surge workforce requirements.

## Child Protection and Earlier Intervention Services

3. Over the first three quarters of 2021-22, the total number of children in care has reduced from 5,344 to 5,144, a 3.7% reduction. The number of Aboriginal children in care reduced from 3,056 to 2,955, a reduction of 3.3%. In 2022-23, the Department will continue progressing its child protection reforms and will implement further measures that will improve outcomes over the forward estimates period.
  - 3.1. In recognition of continuing successes with earlier intervention strategies, the Government has invested an additional \$20.8 million in additional funding to further expand these services.
  - 3.2. A review of the effectiveness of the Department's Earlier Intervention and Family Support Strategy, comprising the Aboriginal In-home Support Service (AISS) and the Intensive Family Support Service (IFSS), during 2021 found that referrals for keeping children safe at home resulted in 94% of children for AISS and 86% for IFSS not being in care 12 months later. The Department will continue to progress earlier intervention supports in 2021-22 and beyond, including a regional expansion and ongoing monitoring and evaluation.
  - 3.3. The Department will continue to invest in pre-birth planning to promote and improve its response to vulnerable unborn and newborn infants. The program began in 2018 and the number of newborns entering care from King Edward Memorial Hospital has continued to decline with a 52% decrease in the number of newborn babies entering care and a 54% decrease in the number of Aboriginal newborn infants entering care. In 2022-23, \$1 million will be invested by the Department in pre-birth planning as part of the early intervention strategies.
  - 3.4. Other spending includes:
    - 3.4.1. \$1.3 million over 12 months to pilot Aboriginal Representative Organisations in the Armadale and Kimberley regions to empower Aboriginal families and support them to keep their children safe;
    - 3.4.2. \$3.5 million over 2021-22 and 2022-23 to establish a health navigator program for vulnerable children. The Health Navigator Pilot Program will help foster carers access health and mental health services for children in care. It will be trialled in Mirrabooka and the South West. The pilot program is being jointly delivered by the Department and WA Health, with input from key stakeholders and young people; and
    - 3.4.3. \$715,000 over 2020-21 and 2021-22 to implement the Aboriginal Family Led Decision Making pilot program in both Mirrabooka and the Mid West Gascoyne. Aboriginal Community Controlled Organisations at each pilot site have independent Aboriginal convenors to facilitate a culturally safe process that supports Aboriginal families, so they can make decisions on how to best keep their children safe and connected with their community. This process aims to address the overrepresentation of Aboriginal children in the child protection system.
4. To support implementation of the *Children and Community Services Amendment Act 2021*, and in line with strengthened enforcement powers, the Department has invested \$2 million to support expansion of mandatory reporting of child sexual abuse in Western Australia and a further \$2.9 million on improved capabilities to investigate offences, such as failure to make a mandatory report.
5. The Department is strengthening the *Working with Children (Criminal Record Checking) Act 2004* by progressing legislative amendments that respond to the recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse.
  - 5.1. \$4.2 million in new funding is being provided to implement a first phase of proposed reforms intended to progress in 2022-23, which seeks to address certain key recommendations from the Royal Commission and other matters of the highest priority.
  - 5.2. \$2.4 million of this funding has been allocated from the Digital Capability Fund, which was established to drive strategic and targeted investment in digital transformation across Western Australia.

6. The Target 120 Program is an early intervention program for young people at risk of becoming repeat offenders and works intensively with the individual and their family, including their siblings. The Program focuses on a cohort of high-risk young people identified as interacting with police and the justice system but who have not yet been in detention. Additional investment of \$11.1 million will roll-out the Government's successful program to nine additional sites, including in the Kimberley and the Pilbara.

### **Social Housing and Homelessness**

7. In September 2021, the Government boosted social housing investment by a record \$875 million to deliver a range of outcomes, including funding the delivery of 3,300 homes and stemming the attrition of dwellings from the social housing pool by carrying out refurbishment and maintenance work to many thousands more.
8. A number of factors, including supply chain and workforce availability issues related to COVID-19, are causing significant delivery challenges. The heated residential housing market, a lack of trade and material availability and cost escalations have resulted in difficult delivery conditions.
9. Despite these challenges, the Department has achieved a significant number of social housing completions in the first six months of this financial year through several delivery strategies, including spot purchasing and alternative construction methods, such as timber frames and modular and pre-fabricated builds.
10. The Department has adapted its operations to ensure it continues to deliver new social housing and minimises attrition of housing stock despite difficult market conditions.
  - 10.1. The use of a spot purchase program has been an effective lever to boost social housing in tough market conditions. Given the success of the program, it has been expanded from \$47.7 million to \$139 million over the forward estimates period.
  - 10.2. Leveraging the capacity of the community housing sector through grants, the Department has awarded:
    - 10.2.1. \$57.5 million of grants for refurbishments to 47 community housing organisations; and
    - 10.2.2. \$39 million of grants for new builds to support an estimated \$62 million of projects and deliver more than 170 new social housing dwellings.
  - 10.3. Utilising alternative materials including lightweight construction (timber/metal frames), modular and prefabricated builds, masonry veneer and panel wall systems allows for diversification and less reliance on materials that are in short supply.
11. Demand for public housing has grown. Boosting social housing stock and minimising attrition of stock from the social housing system is critical to addressing this issue.
12. In addition to increases in social housing capacity, and guided by All Paths Lead to a Home: Western Australia's 10-year Strategy on Homelessness, the Government is boosting its spending on homelessness intervention services, including:
  - 12.1. \$2.8 million for the Safe Perth City Initiative to provide a coordinated response to address homelessness and antisocial behaviour in the Perth CBD and Northbridge. The Safe Perth City Initiative is a collaborative partnership currently involving the Department, Western Australia Police Force, City of Perth and specialist homelessness services; and
  - 12.2. \$3.7 million for Koort Boodja and the homelessness engagement, assessment and response team (HEART) to support existing efforts to respond to the increasing prevalence of people experiencing homelessness and sleeping rough across the Perth metropolitan area. HEART is a collaborative partnership, comprising St Patrick's Community Support Centre, Uniting WA and Wungening Aboriginal Corporation, providing intensive case management support to identified homelessness hotspots across the metropolitan area. Koort Boodja provides an interim low barrier supported accommodation option delivered by Uniting WA, providing residents with wrap-around and case management support.



13. During 2022-23, the Department will also be entering into negotiations with the Commonwealth with respect to the renewal of the NHHA which expires on 30 June 2023, and the continuation of social and community sector supplementation payments. The NHHA recognises the Commonwealth and the States and Territories' mutual interest in improving housing outcomes across the housing spectrum, including outcomes for Australians who are homeless or at risk of homelessness, and the need to work together to achieve those outcomes.

### **Disability Services**

14. The transition of people with disability to the NDIS is now complete; however, the Department continues to support approximately 200 people with disability who are ineligible for the NDIS and require specialist disability services, and this number is increasing. The Department leads and drives A Western Australia for Everyone: State Disability Strategy 2020-2030 to build a more inclusive and accessible community and deliver services to the 411,500 Western Australians with disabilities, only 10% of whom are eligible for the NDIS.
15. Establishing the Office of Disability (the Office) is a key State Disability Strategy initiative. The Office was launched in December 2021, with a budget of \$13.4 million over four years to drive the Strategy and Government commitment to increase the representation of people with disability employed in the public sector to 5%. The Office is also leading the transition and development of the full scheme NDIS Bilateral Agreement due in June 2023, stewardship of the disability sector, especially in thin markets, and monitoring and managing the NDIS interface issues with the disability sector and mainstream agencies.
16. From 2021-22, \$5 million over four years has been committed to an Innovation Fund to develop new and emerging initiatives to assist people with disability to continue education, gain employment and increase independence. Seven initiatives developed through 2021-22 and 2022-23 have been allocated \$2.5 million, with the remainder to support further initiatives.
17. The demand for individual advocacy to support people with disability to navigate the NDIS has increased over the past three years and has not abated. From 2022-23, \$15 million over three years has been committed for individual and systemic advocacy.
18. The Government will provide a \$78.5 million increase to meet the State's 50% contribution to individual packages for the increasing number of NDIS participants in Western Australia in 2022. This is a shared contribution with the Commonwealth.
19. The Department will be entering into negotiations with the Commonwealth during 2022-23 to replace the existing Bilateral Agreement for a Transition to the NDIS in Western Australia, which expires on 30 June 2023.

### **Family and Domestic Violence**

20. The Department, guided by Path to Safety: Western Australia's Strategy to Reduce FDV 2020-2030, is implementing the Government's funding boost to help prevent FDV. The Government has invested new funding into the FDV sector in new services and programs backed up by its 10-year Strategy. In 2022-23, Western Australia's third one-stop FDV hub in Armadale is being established on the success of similar FDV hubs in Mirrabooka and Kalgoorlie in late 2020. A fourth FDV hub is also set to be established in the Kimberley.
21. The Department is continuing to improve the safety of our children and young people through the implementation of the \$29.5 million Safe Home Safe Family package and expansion of the Respectful Relationships program, with an additional commitment of \$3 million over five years from 2021-22 to 2025-26.
22. The Department has recently released the draft 10-year Aboriginal Family Safety Strategy for public consultation. Since mid-2021, to help inform the Strategy, there has been extensive engagement with 215 community members, over 150 stakeholders and over 180 of the Department's staff members across the State.

## Community Services

23. The Western Australia Seniors Strategy (the Strategy) is a whole-of-government 10-year strategy, led by the Department, to support older Western Australians of all backgrounds throughout the State to live their best life as they age, and support Western Australia's ageing population (as at 30 June 2020, 20.8% of the Western Australian population was aged 60 years and over and this is estimated to increase to 24.7% by 2031). Public consultation opened in November 2021 via survey, with public consultation sessions to be held across the State in May and June 2022.
- 23.1. The Strategy is expected to be released in 2023 and will be supported by two-year Action Plans. It is anticipated the Strategy will support older people to be at the centre of decision-making for matters critical to themselves, such as where they live and how they choose to contribute to society. This will ensure that older people continue to take part in their local community through volunteering, recreational and economic activities, thus reducing loneliness and decreasing the demand for health, mental health and aged care services.
24. The Safety and Security Rebate was reintroduced in August 2021 with WA Seniors Card members able to claim up to \$400 per household towards the purchase of eligible home security or safety items. This rebate has allowed some of the most vulnerable in the Western Australian community to have financial support to make their homes safer and more secure. There has been significant demand for the rebate, with more than 10,000 processed applications as at 31 March 2022.
25. Young people have been disproportionately impacted by the COVID-19 pandemic. The Beyond 2020 – WA Youth Action Plan 2020-22 demonstrates a whole-of-government approach to supporting young Western Australians through the pandemic and beyond. The Action Plan supports all levels of government to engage with young people directly to ensure their voices are amplified, and that they assist in the design of programs, and influence the decisions impacting the lives of young people in Western Australia.
26. The Department will deliver the Government's commitment to support the viability of regional childcare by providing \$5.1 million to retain childcare workers in the regions and establish a sustainable model to support regional childcare. A grants program to develop attraction and retention workforce packages through local government authorities has commenced, with the first grant round closing in early March 2022.

## Other Strategic Issues

27. The State Commissioning Strategy is being developed to ensure greater cohesion between Government, service providers, peak bodies and consumer advocates around the development and delivery of services, with the aim of ensuring all services remain contemporary and are agile enough to change to meet the needs of service users.
- 27.1. The Department is taking a coordinated approach to commissioning of services and has developed and published an Agency Commissioning Plan. The Department's initial focus will be on the following four priority areas: Out-of-Home Care, FDV, Homelessness, and Child Sexual Abuse Therapeutic Services. A continuation of temporary supplementation, approved in 2021-22, will be provided for the term of extensions for eligible contracts expiring in 2022.
28. A significant body of work has been undertaken across a range of programs and initiatives to ensure better outcomes for Aboriginal staff and the communities the Department serves. The State-wide engagement to inform the development of the Aboriginal Cultural Framework will be completed in 2022.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Access to quality services that enables active participation in the Western Australian community by individuals and families.	1. Community Services
	Families and individuals experiencing family and domestic violence, homelessness or other crises are assisted to build their capabilities and be safe.	2. Homelessness Support Services 3. Earlier Intervention and Family Support Services 4. Preventing and Responding to FDV
	Children and young people needing protection are safe from abuse and harm.	5. Child Protection Assessments and Investigations
	Children and young people in the Chief Executive Officer's (CEO's) care receive a high quality of care and have much improved life outcomes.	6. Care Arrangements and Support Services for Children in the CEO's Care
	Affordable housing options are available to eligible Western Australians.	7. Rental Housing 8. Home Loans 9. Land and Housing Supply
	Life is enhanced for people with disability in the Western Australian community.	10. Supporting People with Disability to Access Services and Participate in Their Community 11. Living Supports and Care for People with Disability

**Service Summary**

Expense	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. Community Services .....	148,158	204,728	236,623	210,358	183,798	167,843	169,272
2. Homelessness Support Services .....	59,752	74,640	79,236	83,638	70,690	60,816	63,450
3. Earlier Intervention and Family Support Services .....	89,122	93,025	88,015	98,583	97,031	96,555	104,964
4. Preventing and Responding to FDV .....	69,764	54,675	88,831	73,658	65,677	64,204	63,953
5. Child Protection Assessments and Investigations .....	88,143	109,139	95,343	98,367	102,839	109,836	118,476
6. Care Arrangements and Support Services for Children in the CEO's Care .....	489,843	481,121	496,981	508,077	515,066	531,883	562,394
7. Rental Housing .....	870,040	957,537	945,913	1,013,986	900,020	868,664	872,339
8. Home Loans .....	40,670	82,564	67,875	68,218	100,372	118,797	126,656
9. Land and Housing Supply .....	209,234	59,514	86,083	69,307	126,423	143,491	161,059
10. Supporting People with Disability to Access Services and Participate in Their Community .....	96,281	60,417	73,001	68,681	68,433	68,796	68,938
11. Living Supports and Care for People with Disability .....	148,437	130,400	75,514	58,944	58,897	60,205	60,653
12. NDIS Contributions <sup>(a)</sup> .....	886,030	920,238	998,738	946,281	980,846	1,023,358	1,059,788
<b>Total Cost of Services .....</b>	<b>3,195,474</b>	<b>3,227,998</b>	<b>3,332,153</b>	<b>3,298,098</b>	<b>3,270,092</b>	<b>3,314,448</b>	<b>3,431,942</b>

(a) Cash payments to the National Disability Insurance Agency (NDIA). Note that this reflects the State's cash contributions only.

## 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 quality services that enables active participation in the Western Australian community by individuals and families:</b>					
Percentage of assessed early childhood education and care services that met or exceeded national standards .....	75%	75%	75%	75%	
The take-up rate of Seniors Card .....	95%	95%	94%	94%	
Proportion of working with children cards issued within 30 days of lodgement where the applicant had no criminal record .....	98%	98%	98%	98%	
Proportion of decisions finalised within 60 days where the applicant for a working with children card had a criminal record .....	98%	96%	97%	97%	
<b>Outcome: Families and individuals experiencing FDV, homelessness or other crises are assisted to build their capabilities and be safe:</b>					
Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period .....	88%	85%	89%	88%	
Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion .....	86%	90%	87%	90%	
Percentage of departmental clients who were assessed and received a response as a result of a FDV incident and did not require another FDV-related response within 12 months .....	75%	80%	75%	80%	
<b>Outcome: Children and young people needing protection are safe from abuse and harm:</b>					
Improved safety:					
Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm .....	91%	95%	92%	95%	
Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated .....	95%	95%	94%	95%	
<b>Outcome: Children and young people in the CEO's care receive a high quality of care and have much improved life outcomes:</b>					
Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle ....	66%	80%	65%	80%	1
Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes .....	76%	90%	74%	90%	2
<b>Outcome: Affordable housing options are available to eligible Western Australians:</b>					
Responsiveness - Total housing assistances provided relative to the public rental waiting list .....	0.77	0.55	0.52	0.45	3
Waiting times for accommodation - Applicants housed:					
Average (weeks) .....	102	103	116	115	4
Median (weeks) .....	58	62	83	75	4
<b>Outcome: Life is enhanced for people with disability in the Western Australian community:</b>					
Proportion of quality evaluations which met national standards .....	n/a	n/a	n/a	n/a	
Percentage of service users who achieved their individual plan outcomes ....	81%	80%	84%	80%	
Proportion of the population in need who received services .....	n/a	n/a	n/a	n/a	
Proportion of service users who achieved community participation outcomes .....	73%	73%	76%	73%	

(a) Further detail in support of the key effectiveness indicators is provided in the Annual Reports of the Department, the Disability Services Commission, and the Housing Authority.

## Explanation of Significant Movements

(Notes)

- Performance against this indicator is reflective of historical limited care arrangements with Aboriginal carers or relatives, as well as complex factors that must be considered with care arrangement decision-making. The result compares favourably to other child protection jurisdictions nationally (63.8%), as published in the Report on Government Services 2022. The Department continues to proactively work towards an increased number of culturally appropriate care arrangement options for Aboriginal children in care, through consultations with Aboriginal Representative Organisations and reinforcing the placement principle within the *Children and Community Services Act 2004*.
- These results are attributed to ongoing impacts of the COVID-19 pandemic and complexities with convening care planning and engagement with significant numbers of parties involved. It is anticipated these impacts will continue to affect this performance indicator throughout the remainder of the calendar year; however increased efforts in staff recruitment and Departmental focus on comprehensive care planning will attempt to alleviate these impacts.
- The 2021-22 Estimated Actual result is lower than the 2021-22 Budget, primarily due to a significant reduction in the number of bond assistance loans, which is expected to continue into 2022-23. A lack of affordability and supply in the private rental market has resulted in a steadily increasing public housing waitlist, which has also contributed to the 2021-22 Estimated Actual result. A recent increase to income eligibility will also likely add to the public housing waitlist, as more people will be deemed eligible. Action is being taken to reduce the waitlist (construction of new builds including modular, reallocation of existing stock, reducing vacated maintenance wait times). However this is unlikely to result in substantial change in the short term (12 to 18 months).
- Wait times have remained higher (longer) as a result of lower than normal new vacancies. In addition to a continued limited choice of private market options for potential applicants that may have otherwise taken up these opportunities, issues such as labour and material shortages affect the timeliness of re-letting properties. It is anticipated these longer wait times will continue throughout the 2022-23 Budget Target.

## Services and Key Efficiency Indicators

### 1. Community Services

Provision of community services across Western Australia, Working with Children checks to increase child safety, regulation and quality assurance of early education and care services, and delivery of benefits and concessions including Seniors Card and other support services.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 148,158	\$'000 204,728	\$'000 236,623	\$'000 210,358	1
Less Income .....	14,483	13,971	17,964	15,822	1
Net Cost of Service .....	133,675	190,757	218,659	194,536	
<b>Employees (Full-Time Equivalents) .....</b>	<b>299</b>	<b>384</b>	<b>411</b>	<b>456</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost per licensed childcare service for regulation and support <sup>(a)</sup> .....	\$6,703	\$6,938	\$7,285	\$9,369	3
Average management cost per Seniors Card <sup>(b)</sup> .....	\$6.33	\$6.56	\$5.82	\$6.16	4
Average cost per Working with Children Card application processed <sup>(c)</sup> .....	\$30	\$32	\$31	\$38	5

(a) The number of licensed childcare services for regulation and support for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 1,280, 1,380, 1,380 and 1,412 respectively.

(b) The number of Seniors Card applications for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 404,094, 422,679, 405,572 and 400,023 respectively.

(c) The number of Working with Children Card applications for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 145,878, 145,000, 148,500 and 150,000 respectively.

## Explanation of Significant Movements

(Notes)

1. The movements between 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual mostly reflect funding for the COVID-19 Response such as the Test Isolation Payment and emergency self-isolation accommodation, emergency services relating to major disasters such as Severe Tropical Cyclone Seroja and the reprofiling of Essential and Municipal Services spending in remote Aboriginal communities. The movement between the 2021-22 Estimated Actual and 2022-23 Budget Target reflects one-off expenditure related to the COVID-19 Response for 2021-22.
2. The movement between 2020-21 Actual and 2021-22 Estimated Actual is primarily due to additional resources to manage the State's welfare emergency management response to the COVID-19 pandemic, the workload associated with civil litigation for survivors of institutional child sexual abuse and associated information requests, and administration of worker screening for the NDIS. The movement between the 2021-22 Budget and 2022-23 Budget Target is primarily due to additional resources for the Education and Care Regulatory Unit, Emergency Welfare Services, and to administer the COVID-19 Test Isolation Payment Scheme.
3. The movement between 2020-21 Actual and 2021-22 Estimated Actual is mainly due to delays, in 2020-21, in the recruitment and training of assessors for the Early Childhood Regulatory Unit alongside lower operational expenditure due to COVID-19 travel restrictions. The movement between the 2021-22 Estimated Actual and the 2022-23 Budget Target is mainly due to additional resources to enable the Department to better meet its legislated, regulatory and compliance functions for the safe provision of education and care to childcare services. This includes additional visits to regional districts, which have been limited due to travel restrictions. The movement is also attributable to an overhead allocation, which varies from year to year based on the structure and priorities of the Department.
4. The movement between the 2021-22 Budget and 2021-22 Estimated Actual mainly reflects the delays in the recruitment of staff and general operating expenditure associated with a decrease in public events due to the COVID-19 pandemic concerns/restrictions. The movement is also attributable to the overhead allocation, which varies from year to year based on the structure and priorities of the agency.
5. The movement between the 2021-22 Estimated Actual and 2022-23 Budget Target reflects impacts of the planned reforms to Working with Children checks, providing for upgrades to the Department's ICT systems and staffing required to implement changes. Further, as direct resourcing for Working with Children Checks increases, the proportion of overhead costs allocated to the service also increases.

## 2. Homelessness Support Services

A range of accommodation and related support services for individuals and families who are homeless or at risk of homelessness.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	59,752	74,640	79,236	83,638	1
Less Income .....	26,905	28,441	28,544	29,391	
Net Cost of Service .....	32,847	46,199	50,692	54,247	
<b>Employees (Full-Time Equivalents) .....</b>	<b>13</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost per homelessness support service client <sup>(a)</sup> .....	\$3,320	\$4,147	\$4,526	\$4,647	3

(a) The number of clients for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 17,998, 18,000, 17,505 and 18,000 respectively.

**Explanation of Significant Movements**

(Notes)

1. The movements between the 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual mainly reflect additional funding on homelessness services under the Housing and Homelessness Investment Package and the Boorloo Bidee Mia homelessness response.
2. The movement between the 2020-21 Actual and 2021-22 Estimated Actual reflects the Boorloo Bidee Mia transitional accommodation service and the Safe Perth City Initiative.
3. The movement between the 2020-21 Actual and 2021-22 Estimated Actual reflects additional spending associated with the Boorloo Bidee Mia homelessness response, the Housing First Homelessness Initiative and Commonwealth NHHA funding.

**3. Earlier Intervention and Family Support Services**

Earlier and more intense services to divert children and young people from the child protection system and prevent them from needing to enter care.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	89,122	93,025	88,015	98,583	1
Less Income .....	2,515	315	409	375	2
Net Cost of Service .....	86,607	92,710	87,606	98,208	
<b>Employees (Full-Time Equivalents) .....</b>	<b>357</b>	<b>365</b>	<b>366</b>	<b>384</b>	
<b>Efficiency Indicators</b>					
Average cost per earlier intervention and family support case <sup>(a)</sup> .....	\$6,966	\$7,442	\$6,943	\$7,824	1

(a) The number of cases for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 12,796, 12,500, 12,677 and 12,600 respectively.

**Explanation of Significant Movements**

(Notes)

1. The movement between the 2021-22 Estimated Actual and 2022-23 Budget Target mostly reflects the expansion of earlier intervention services (Aboriginal In-Home Support Services and Family Support Networks) into priority regional areas and the expansion of Target 120.
2. The movement between 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual mainly reflects the accounting treatment associated with the transfer of leave for staff from the former Housing Authority and Disability Services Commission.



#### 4. Preventing and Responding to Family and Domestic Violence

A range of services to people experiencing, or at risk of, FDV, including the provision of crisis accommodation, counselling and community-based response teams that provide coordinated agency responses to FDV incidents.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	69,764	54,675	88,831	73,658	1
Less Income .....	31,133	21,288	28,889	21,376	1
Net Cost of Service .....	38,631	33,387	59,942	52,282	
<b>Employees (Full-Time Equivalents) .....</b>	<b>42</b>	<b>46</b>	<b>45</b>	<b>52</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost per FDV case <sup>(a)</sup> .....	\$4,614	\$3,507	\$4,994	\$4,150	1

(a) The number of cases for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 15,127, 15,590, 17,788 and 17,750 respectively.

#### Explanation of Significant Movements

(Notes)

1. The movements between 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual mainly reflect Commonwealth-funded programs for FDV responses to COVID-19 and FDV sexual response initiatives, along with State-funded programs through the Social Recovery Plan and election commitments. The movement between the 2021-22 Estimated Actual and 2022-23 Budget Target mainly represents the cessation of Commonwealth-funding for time-limited initiatives.
2. The movement between the 2021-22 Budget and 2022-23 Budget Target is primarily due to additional resources for implementation of the Enhanced FDV Response Team Model, and the operation of the Armadale FDV Hub.

#### 5. Child Protection Assessments and Investigations

Assessing concerns reported to the Department about the wellbeing of children and young people and responding appropriately, including child protection assessments, investigations and making applications for court orders.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	88,143	109,139	95,343	98,367	1
Less Income .....	3,807	782	629	578	2
Net Cost of Service .....	84,336	108,357	94,714	97,789	
<b>Employees (Full-Time Equivalents) .....</b>	<b>562</b>	<b>575</b>	<b>577</b>	<b>614</b>	
<b>Efficiency Indicators</b>					
Average cost per child involved in child protection cases <sup>(a)</sup> .....	\$4,985	\$6,063	\$5,297	\$5,786	

(a) The number of cases for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 17,679, 18,000, 18,000 and 17,000 respectively.

## Explanation of Significant Movements

(Notes)

1. The movements between the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target reflect the priorities of the Department each year based on needs and current trends. The movements are also reflective of the approved demand funding applied each year across the necessary services.
2. The movement between 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual mainly reflects the accounting treatment associated with the transfer of leave for staff from the Housing Authority and Disability Services Commission.

### 6. Care Arrangements and Support Services for Children in the CEO's Care

Provision of safe and stable care arrangements and other support services for the safety, support and wellbeing of children and young people in the care of the CEO.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	489,843	481,121	496,981	508,077	
Less Income .....	13,332	2,149	2,186	2,010	1
Net Cost of Service.....	476,511	478,972	494,795	506,067	
Employees (Full-Time Equivalents) .....	1,589	1,614	1,622	1,646	
<b>Efficiency Indicators</b>					
Average cost per day of a foster care arrangement <sup>(a)</sup> .....	\$148	\$140	\$163	\$169	2
Average cost per day of a residential-based care arrangement <sup>(b)</sup> .....	\$2,036	\$2,088	\$1,981	\$1,999	
Average cost per day of an exceptionally complex needs care arrangement <sup>(c)</sup> .....	\$1,951	\$1,618	\$1,878	\$1,652	3
Average cost per day of a secure care arrangement <sup>(d)</sup> .....	\$5,837	\$6,212	\$7,401	\$7,513	4
Average cost per day to plan for and support a child in the CEO's care <sup>(e)</sup> ....	\$70	\$68	\$64	\$68	

- (a) The number of foster care arrangements for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 1,662,621, 1,700,000, 1,621,886 and 1,600,000 respectively.
- (b) The number of residential-based care arrangements for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 32,416, 34,000, 34,540 and 34,000 respectively.
- (c) The number of days of exceptionally complex needs care arrangements for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 10,697, 10,500, 11,530 and 13,000 respectively.
- (d) The number of days of secure care arrangements for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 1,056, 1,100, 870 and 850 respectively.
- (e) The number of days in the CEO's care for the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are 1,963,144, 2,000,000, 1,930,840 and 1,900,000 respectively.

## Explanation of Significant Movements

(Notes)

1. The movement between 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual mainly reflects the accounting treatment associated with the transfer of leave for staff from the Housing Authority and Disability Services Commission.
2. The movements between the 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual mainly reflect additional overhead expenditure associated with children's subsidies and payments to providers for specialised fostering placements, noting the expected number of arrangements have reduced slightly whilst fixed costs have remained the same.
3. The movements between the 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual mainly reflect a growing number of young people with increasingly complex needs. This has driven increase costs through placing individuals in interim arrangements. The decrease in the 2022-23 Budget Target reflects expected efficiencies as longer-term solutions are implemented within the placement process.
4. The movements between the 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual mainly reflect the capacity of the secure care centre being reduced due to implementation of safety precautions in response to the COVID-19 pandemic, and the centre continuing to incur unavoidable fixed costs.

## 7. Rental Housing

Provision of housing to eligible Western Australians through public housing, community housing managed properties, rental housing for key workers in regional Western Australia, Government Regional Officers' Housing (GROH) and properties for remote Aboriginal communities.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	870,040	957,537	945,913	1,013,986	
Less Income .....	407,589	446,269	412,599	435,968	
Net Cost of Service .....	462,451	511,268	533,314	578,018	
Employees (Full-Time Equivalents) .....	1,504	1,483	1,474	1,493	
<b>Efficiency Indicators</b>					
Average operating cost per public rental property .....	\$17,207	\$18,109	\$18,284	\$19,015	
Average operating cost per GROH rental property .....	\$12,167	\$12,844	\$13,462	\$13,621	1

### Explanation of Significant Movements

(Notes)

1. The movement between the 2020-21 Actual and 2021-22 Estimated Actual mainly reflects additional maintenance spending in 2021-22 on the Social Housing Economic Recovery Package.

## 8. Home Loans

Enabling the financing of home ownership for eligible applicants.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	40,670	82,564	67,875	68,218	1
Less Income .....	2,960	5,598	2,293	4,323	1
Net Cost of Service .....	37,710	76,966	65,582	63,895	
Employees (Full-Time Equivalents) .....	27	26	26	26	
<b>Efficiency Indicators</b>					
Average operating cost per current loan account.....	\$1,145	\$2,986	\$1,976	\$3,390	2

### Explanation of Significant Movements

(Notes)

1. The movements between the 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual largely reflect the level of borrowings and current cash rates, which impacts on Keystart's costs of borrowings.
2. The movements between the 2020-21 Actual, 2021-22 Budget, 2021-22 Estimated Actual and 2022-23 Budget Target are mainly a result of increasing property prices across the State, thereby enabling a significant number of Keystart customers to refinance with other providers, reducing loan numbers. The movement between the 2021-22 Budget and 2021-22 Estimated Actual is mainly a result of impairment charges.

## 9. Land and Housing Supply

Development of land for housing and the provision of housing for sale to the Western Australian housing market.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	209,234	59,514	86,083	69,307	1
Less Income .....	95,415	24,685	55,686	46,961	1
Net Cost of Service .....	113,819	34,829	30,397	22,346	
Employees (Full-Time Equivalents) .....	118	115	114	116	
<b>Efficiency Indicators</b>					
Average operating cost per lot developed <sup>(a)</sup> .....	n/a	n/a	n/a	n/a	
Average operating cost per property sold .....	\$24,826	\$16,354	\$66,998	\$73,960	2

(a) Due to Machinery of Government changes, commercial land development functions have transferred to DevelopmentWA. This efficiency indicator no longer measures developed lots and the Department has been exempted from reporting on this indicator.

### Explanation of Significant Movements

(Notes)

- The movements between the 2020-21 Actual, 2021-22 Budget and 2021-22 Estimated Actual largely reflect the write-down of vacant land carrying values following the transfer of assets to DevelopmentWA. The movement between the 2021-22 Estimated Actual and 2022-23 Budget Target is mainly due to the remaining Joint Ventures transferring to DevelopmentWA in 2022-23.
- The variance between the 2020-21 Actual and 2021-22 Estimated Actual reflects the Department repurposing properties previously budgeted for sale as social housing to provide a quick-to-market option to relieve housing pressures faced by vulnerable households.

## 10. Supporting People with Disability to Access Services and Participate in Their Community

This service area assists people with disability to identify their personal goals and have choice and control in decision-making through a planning process and provides them with opportunities to develop their potential for full social independence through the use of supports and assistive technology.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	96,281	60,417	73,001	68,681	1
Less Income .....	9,073	13,233	55	61	1
Net Cost of Service .....	87,208	47,184	72,946	68,620	
Employees (Full-Time Equivalents) .....	159	120	120	120	2
<b>Efficiency Indicators</b>					
Proportion of individual plans commenced within the required timeframe.....	97%	93%	91%	93%	
Average cost per service activity for community participation for people with disability <sup>(a)</sup> .....	n/a	n/a	n/a	n/a	

(a) Data for this efficiency indicator is collected from external disability service providers. Performance indicator data was not collected from these organisations in 2020-21 due to the impacts of the COVID-19 pandemic. From 2020-21, the majority of State-funded clients and services had transitioned to the NDIS and the Department has been exempted from reporting on this indicator.

## Explanation of Significant Movements

(Notes)

1. The movement between the 2020-21 Actual and 2021-22 Estimated Actual mainly reflects the transition of State clients to the Commonwealth-administered NDIS, which has resulted in reduced expenditure and income on State-administered disability service supports. The movement between the 2021-22 Budget and 2021-22 Estimated Actual mainly reflects the cessation of Commonwealth-funded non-NDIS programs, with the 2021-22 Estimated Actual and 2022-23 Budget Target reflecting ongoing non-NDIS functions that will be provided by the State.
2. The decrease in FTEs between the 2020-21 Actual and the 2021-22 Budget reflects the impact of the transition to the NDIS.

### 11. Living Supports and Care for People with Disability

These services include a range of supported accommodation and community services that enable people with disability to live as independently as possible in their community with the support of general and specialised support and services.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	148,437	130,400	75,514	58,944	1
Less Income .....	45,432	75,801	31,695	31,005	1
Net Cost of Service .....	103,005	54,599	43,819	27,939	
<b>Employees (Full-Time Equivalents) .....</b>	<b>696</b>	<b>656</b>	<b>656</b>	<b>656</b>	<b>2</b>
<b>Efficiency Indicators <sup>(a)</sup></b>					
Average cost per service activity for community living support for people with disability .....	n/a	n/a	n/a	n/a	
Average cost per service activity for independent living support for people with disability .....	n/a	n/a	n/a	n/a	
Average cost per service activity for therapy and specialised care for people with disability .....	n/a	n/a	n/a	n/a	
Average cost per service activity for residential services for people with disability .....	n/a	n/a	n/a	n/a	

(a) Data for these indicators is collected from external disability service providers. Performance indicator data was not collected from these organisations in 2020-21 due to the impacts of the COVID-19 pandemic. From 2020-21, the majority of State-funded clients and services had transitioned to the NDIS and the Department has been exempted from reporting on this indicator.

## Explanation of Significant Movements

(Notes)

1. The movement between the 2020-21 Actual and 2021-22 Estimated Actual mainly reflect the transition of State clients to the Commonwealth-administered NDIS, which has resulted in reduced expenditure and income on State-administered disability service supports. The movement between the 2021-22 Budget and 2021-22 Estimated Actual mainly reflects the cessation of Commonwealth-funded non-NDIS programs, with the 2021-22 Estimated Actual and 2022-23 Budget Target reflecting ongoing non-NDIS functions that will be provided by the State.
2. The decrease in FTEs between the 2020-21 Actual and the 2021-22 Budget reflects the impact of the transition to the NDIS.

## Asset Investment Program

1. The Department's Asset Investment Program is \$1.1 billion across the forward estimates period. Significant capital investments include:

1.1 more than \$941.2 million of capital investment from 2022-23 to 2025-26 to increase and renew public housing, homelessness, and other crisis accommodation across Western Australia, including through the Government's Social Housing Economic Recovery Package, the Housing and Homelessness Investment Package, and the Social Housing Strategy Package; and

1.2 \$99.4 million of capital investment from 2022-23 to 2025-26 into GROH.

	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>							
Aboriginal Short Stay Accommodation							
East Kimberley .....	21,300	222	222	2,500	18,578	-	-
Geraldton .....	18,000	349	349	6,000	11,651	-	-
Perth .....	25,750	5,271	5,271	5,660	11,759	3,060	-
Building Minor Works .....	2,500	500	500	500	500	500	500
Computer Hardware and Software Program .....	8,490	1,698	1,698	1,698	1,698	1,698	1,698
Crisis Accommodation Program .....	76,381	3,750	3,750	22,660	7,779	20,654	21,538
FDV Women's Refuge - Peel .....	5,650	5,632	1,369	18	-	-	-
Goodstart Shared Equity Program .....	32,277	3,319	3,319	4,619	7,000	6,825	10,514
GROH Program .....	123,815	24,404	24,404	23,778	23,021	26,306	26,306
Housing and Homelessness Investment Package							
Common Ground							
Perth .....	45,400	3,798	3,401	18,904	22,200	498	-
Mandurah .....	28,100	1,700	1,615	11,700	14,700	-	-
Land Acquisition .....	38,271	33,098	24,115	5,173	-	-	-
New Social Housing Builds .....	94,242	35,066	29,478	41,731	17,445	-	-
Shared Equity .....	19,268	5,473	3,300	3,120	8,046	2,629	-
Investment into New Social Housing .....	353,274	97,338	97,338	143,015	71,923	26,691	14,307
Land							
Acquisition Program .....	269,581	52,546	52,546	56,285	50,714	55,018	55,018
Redevelopment Program .....	9,520	-	-	-	9,520	-	-
Urban Renewal .....	4,770	3,288	3,288	850	632	-	-
METRONET Social and Affordable Housing and Jobs Package .....	94,909	50,448	27,686	34,140	10,321	-	-
North West Aboriginal Housing Fund - Hedland							
Transitional Housing Project .....	1,000	500	500	500	-	-	-
Offices Program .....	12,773	2,154	2,154	4,239	3,102	1,639	1,639
Regional Renewal .....	13,559	2,003	2,003	5,437	6,119	-	-
Disability Services Social Housing Program .....	26,124	22,071	1,783	-	-	4,053	-
Social Housing Economic Recovery Package (SHERP)							
New Builds .....	50,467	7,468	6,110	24,475	18,524	-	-
Refurbishments .....	101,775	42,010	33,000	38,215	21,550	-	-
Land Acquisition .....	23,156	2,736	2,036	10,060	10,360	-	-
Step Up/Step Down Mental Health Facilities - Karratha .....	7,202	5,902	5,645	1,300	-	-	-
<b>COMPLETED WORKS</b>							
FDV Women's Refuge - Kwinana .....	5,481	5,481	1,199	-	-	-	-
Housing and Homelessness Investment Package - Social Housing Refurbishments .....	3,950	3,950	3,950	-	-	-	-
Mental Health Care Units .....	2,949	2,949	1,321	-	-	-	-
North West Aboriginal Housing Fund							
East Kimberley Transitional Housing Project .....	27,607	27,607	1,153	-	-	-	-
Jalbi Jiya (Your Home) Program .....	7,355	7,355	75	-	-	-	-
Reconfiguration of Spinal Cord Injury Project .....	6,786	6,786	3,799	-	-	-	-
Broome Move to Town Program .....	12,277	12,277	1,049	-	-	-	-
West Pilbara Plan - Roebourne Refurbishments .....	3,080	3,080	280	-	-	-	-
Step Up/Step Down Mental Health Facilities							
Geraldton .....	4,154	4,154	70	-	-	-	-
Kalgoorlie .....	6,399	6,399	291	-	-	-	-

	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>NEW WORKS</b>							
Affordable Housing Shared Equity Program .....	3,648	-	-	-	792	1,428	1,428
Holding Costs Program .....	469	-	-	97	124	124	124
North West Aboriginal Housing Fund - Fitzroy Crossing Aboriginal Housing Program .....	15,583	-	-	4,767	5,479	2,790	2,547
<b>Total Cost of Asset Investment Program .....</b>	<b>1,607,292</b>	<b>492,782</b>	<b>350,067</b>	<b>471,441</b>	<b>353,537</b>	<b>153,913</b>	<b>135,619</b>
<b>FUNDED BY</b>							
Asset Sales .....			18,530	24,976	88,351	80,428	73,786
Borrowings .....			-	-	100,000	-	-
Capital Appropriation .....			90,008	252,755	167,858	94,465	78,822
Commonwealth Grants .....			5,867	1,066	1,067	-	-
Drawdowns from Royalties for Regions Fund .....			2,003	5,455	4,479	-	-
Drawdowns from the Holding Account .....			68	68	68	68	68
Funding Included in Department of Treasury Administered Item .....			-	11,700	14,700	-	-
Internal Funds and Balances .....			183,355	77,448	(132,039)	(144,871)	(140,637)
Other .....			50,236	92,706	103,574	121,033	121,033
Other Grants and Subsidies .....			-	5,267	5,479	2,790	2,547
<b>Total Funding .....</b>			<b>350,067</b>	<b>471,441</b>	<b>353,537</b>	<b>153,913</b>	<b>135,619</b>

## Financial Statements

### Income Statement

#### Expenses

- The 2020-21 Actual financial data has been recast and revised for comparative purposes following Machinery of Government changes (which took effect from 1 July 2021) to transfer commercial land development functions from the Housing Authority to DevelopmentWA.

#### Income

- Total Income in 2021-22 Estimated Actual is expected to decrease by 11% compared to 2020-21 Actual, mostly as a result of repurposing properties into social housing, where those properties had previously been flagged for sale.
- Total Income from Government in 2021-22 Estimated Actual is expected to increase by 17.6% on the 2020-21 Actual, mostly due to additional funding to offset lower than forecast Commonwealth revenue for the State's Supported Community Living accommodation services, and to meet increased payments to the NDIA as a result of growth in participant numbers.

### Statement of Cashflows

- The Department's end-of-year cash position for the 2021-22 Estimated Actual is expected to decrease by 47.8% compared to 2020-21 Actual. This is primarily due to initiatives to boost social housing, such as repurposing properties as social housing, accelerating the delivery of social housing through a regional modular build program, and the spot purchase program.

**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> .....	625,396	622,388	619,948	652,990	653,544	663,420	688,116
Grants and subsidies <sup>(c)</sup> .....	1,087,706	1,163,449	1,318,764	1,233,229	1,222,089	1,239,505	1,281,437
Supplies and services .....	666,907	668,862	615,975	662,818	636,825	634,483	653,598
Accommodation .....	244,416	307,635	307,579	280,631	270,348	274,797	279,729
Depreciation and amortisation .....	169,196	137,400	155,831	156,702	153,553	153,537	154,189
Finance and interest costs .....	51,611	64,514	48,990	54,622	84,620	101,351	109,815
Cost of land sold .....	3,468	-	6,450	400	400	400	18,084
Net assets transferred out .....	50,171	12,048	514	-	-	-	-
Other expenses .....	296,603	251,702	258,102	256,706	248,713	246,955	246,974
<b>TOTAL COST OF SERVICES .....</b>	<b>3,195,474</b>	<b>3,227,998</b>	<b>3,332,153</b>	<b>3,298,098</b>	<b>3,270,092</b>	<b>3,314,448</b>	<b>3,431,942</b>
<b>Income</b>							
Sale of goods and services .....	134,126	100,565	95,294	84,736	166,203	183,126	202,837
Regulatory fees and fines .....	106	-	-	-	-	-	-
Grants and subsidies .....	189,730	206,213	192,600	180,538	173,247	174,865	177,411
Interest revenue .....	1,084	49	49	35	21	21	21
Rent .....	242,815	282,598	260,945	291,129	299,775	299,740	299,272
Other revenue .....	84,783	38,420	32,061	31,432	20,757	11,414	11,344
<b>Total Income .....</b>	<b>652,644</b>	<b>627,845</b>	<b>580,949</b>	<b>587,870</b>	<b>660,003</b>	<b>669,166</b>	<b>690,885</b>
<b>NET COST OF SERVICES .....</b>	<b>2,542,830</b>	<b>2,600,153</b>	<b>2,751,204</b>	<b>2,710,228</b>	<b>2,610,089</b>	<b>2,645,282</b>	<b>2,741,057</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	1,867,440	1,955,604	2,134,773	2,090,377	2,079,834	2,084,489	2,158,300
Resources received free of charge .....	11,319	8,711	8,711	8,711	8,711	8,711	8,711
Royalties for Regions Fund:							
Regional Community Services Fund .....	83,303	129,661	105,328	152,171	139,426	123,464	127,804
Regional Infrastructure and Headworks Fund .....	-	-	-	18	-	-	-
Other appropriations .....	-	-	-	-	-	59,475	59,475
Interest revenue .....	22,732	42,945	26,849	35,484	67,692	88,592	98,767
Rent .....	86,002	85,097	85,097	86,389	87,557	88,945	88,945
Dividend contribution .....	155,837	120,987	128,764	101,322	97,017	105,122	113,006
Other revenues .....	51,023	205,558	187,880	153,654	83,474	49,982	48,718
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>2,277,656</b>	<b>2,548,563</b>	<b>2,677,402</b>	<b>2,628,126</b>	<b>2,563,711</b>	<b>2,608,780</b>	<b>2,703,726</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(265,174)</b>	<b>(51,590)</b>	<b>(73,802)</b>	<b>(82,102)</b>	<b>(46,378)</b>	<b>(36,502)</b>	<b>(37,331)</b>

(a) Full audited financial statements are published in the Annual Reports for the Department, Disability Services Commission, and the Housing Authority.

(b) The full-time equivalents for 2020-21 Actual, 2021-22 Estimated Actual and 2022-23 Budget Year are 5,366, 5,428 and 5,581 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
<b>Child Protection and Family Support</b>							
Child Protection Grants .....	520	550	550	550	550	550	550
Children in Care Initiatives .....	-	306	464	-	-	-	-
Historical Institutional Abuse of Children .....	3,816	-	448	-	-	-	-
Home Stretch Pilot Program .....	358	-	-	-	-	-	-
National Centre and WA Centre for the Prevention of Child Sexual Abuse .....	-	1,499	1,499	457	457	457	-
Out-of-Home Care, Foster Carer and Family Support Grants .....	109,309	118,070	118,070	121,653	141,263	150,050	159,222
Target 120 .....	1,108	3,741	3,741	8,282	4,500	-	-
<b>Community Services</b>							
Bereavement Assistance .....	961	705	705	705	705	705	705
Community Gardens .....	100	100	100	100	100	100	100
Disaster Recovery Arrangements - Severe Tropical Cyclone Seroja .....	2,962	-	900	-	-	-	-
Grandcarers Support Grants .....	125	1,050	1,050	1,050	1,050	1,050	1,050
Hardship Utility Grant Scheme .....	2,760	10,000	10,000	10,000	10,000	10,000	10,000
Social Support Coordinator .....	175	175	175	178	182	186	192
Woorloo Fire Recovery .....	191	164	164	-	-	-	-
<b>COVID-19 Response</b>							
Carer's and Other Payments .....	269	-	-	-	-	-	-
Financial Counselling .....	3,159	-	1,210	-	-	-	-
National Partnership Agreement - Family Domestic Sexual Violence Responses .....	-	-	4,328	-	-	-	-
National Partnership on COVID-19 Domestic and Family Violence Response .....	4,773	8,122	8,122	-	-	-	-
Preparedness in the Care Sector .....	-	-	1,400	-	-	-	-
Rent Freeze - Payments to Community Housing Organisations .....	-	2,353	1,631	-	-	-	-
Test Isolation Payment .....	-	-	28,875	-	-	-	-
<b>Disability Services</b>							
Community Aids and Equipment Program .....	11,257	7,500	7,500	7,500	7,500	7,500	7,500
NDIS							
Contributions .....	886,030	920,238	998,738	946,281	980,846	1,023,358	1,059,788
Vocational Education and Training .....	3,000	5,393	5,393	2,081	-	-	-
<b>Election Commitments</b>							
Access to Regional Childcare .....	-	383	383	1,431	1,432	1,433	351
Baldivis Men's Shed .....	-	1,000	1,000	-	-	-	-
Boost to Primary Prevention FDV Services .....	-	-	279	3,704	189	-	-
Elder Rights WA .....	-	1,000	1,000	1,000	1,000	1,000	1,000
Grandcarers Support Scheme .....	1,514	1,500	1,500	1,529	1,563	1,602	1,602
Local Government Homelessness Fund .....	-	1,500	1,500	1,500	1,500	1,500	-
Micro-Enterprise Support .....	-	500	500	-	-	-	-
Pets in Crisis Support Program Expansion .....	-	195	195	259	456	386	386
Respectful Relationships Expansion .....	-	68	68	721	741	760	760
Safe at Home Package .....	-	-	-	1,041	1,064	1,187	821
Safety and Security for Seniors – Rebate .....	-	3,000	5,000	3,000	2,000	2,000	3,000
Scouts Hall Tapping .....	-	3,000	3,000	-	-	-	-
Small Commitments .....	1,348	-	-	-	-	-	-
Subsidise Driving Lessons and Dental for Women Exiting Refuges .....	-	227	374	381	387	397	401
Teenagers in Need of Crisis Accommodation Facility .....	-	820	-	418	854	876	898
Volunteering WA Digital Platform .....	-	-	100	45	15	15	15
<b>Homelessness</b>							
Accommodation and Support Services							
Passages Resources Centre Peel .....	250	255	255	262	269	-	-
Boorloo Bidee Mia .....	-	-	1,900	1,993	2,091	-	-
HEART and Koort Boodja .....	-	-	-	3,726	-	-	-
Living Independently For the First Time .....	260	260	260	260	260	260	260
Pioneer Park Homelessness Response .....	2,049	-	868	-	-	-	-
Safe Night Spaces .....	-	2,150	2,150	2,150	-	-	-
Tuart Place .....	330	165	165	330	330	330	330

	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>Housing</b>							
Community Housing - Crisis Accommodation.....	-	-	8,681	8,014	-	-	-
Ganallili Accommodation and Transitional Housing Project.....	-	4,734	2,474	3,439	-	-	-
Other Housing Grants .....	614	-	-	-	-	-	-
Resolution of Native Title in the South West of Western Australia.....	9,510	2,000	-	-	-	-	-
Robe River Kuruma Aboriginal Corporation .....	-	-	-	230	235	241	-
SHERP							
Maintenance .....	620	6,850	9,230	6,850	-	-	-
New Builds .....	-	-	6,000	15,950	11,050	-	-
Refurbishments .....	-	-	23,250	23,336	-	-	-
<b>Other</b>							
Essential and Municipal Services Upgrade Program .....	-	7,850	6,779	12,082	12,503	-	-
Other Grants .....	1,496	-	-	-	-	-	-
<b>Prevention of FDV</b>							
Culturally Appropriate Services to FDV Victims ....	322	445	445	445	336	336	336
FDV							
Counselling .....	273	272	272	273	280	280	288
Initiatives .....	5,236	8,364	8,364	2,898	-	-	-
Support .....	241	186	186	186	186	186	186
Keeping Women Safe in Their Homes.....	737	737	737	351	-	-	-
Kimberley Family Violence Service .....	544	1,326	1,326	1,197	1,248	1,480	1,313
Marrin Bowa Dumbara Aboriginal FDV Services .....	823	-	838	859	-	-	-
Our Watch Program .....	114	129	129	129	129	129	129
Pets in Crisis.....	102	105	105	108	111	114	114
Respectful Relationships.....	278	277	277	168	168	168	168
Two FDV One-Stop Hubs.....	3,004	3,818	3,818	4,010	4,111	-	-
Women's Refuge Peel .....	911	1,677	1,422	1,540	1,556	2,704	1,807
<b>Seniors</b>							
Elder Abuse Prevention Initiatives .....	656	65	65	-	185	-	-
Seniors Cost of Living Rebates .....	24,646	27,456	27,449	27,400	27,400	27,400	27,400
Seniors Support Initiative .....	183	-	188	-	-	-	-
<b>Volunteering</b>							
Volunteering Grants .....	30	30	30	30	30	30	30
<b>Women's Interests</b>							
Women's Grants .....	109	85	85	85	85	85	85
<b>Youth</b>							
Empowered Youth Network.....	-	404	404	412	522	-	-
Youth Support Grants .....	633	650	650	650	650	650	650
<b>TOTAL .....</b>	<b>1,087,706</b>	<b>1,163,449</b>	<b>1,318,764</b>	<b>1,233,229</b>	<b>1,222,089</b>	<b>1,239,505</b>	<b>1,281,437</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 .....	291,875	154,908	150,770	50,402	76,822	221,197	246,457
Restricted cash .....	69,112	30,434	31,367	31,367	31,367	31,167	30,967
Holding Account receivables .....	951	68	951	951	951	951	951
Receivables .....	306,565	283,331	277,431	242,023	249,593	277,296	289,103
Loans and advances .....	925,576	1,005,854	1,022,270	1,100,163	1,170,528	1,247,552	1,330,519
Other .....	236,929	501,147	263,326	260,625	276,994	354,400	354,400
Assets held for sale .....	5,161	11,568	5,161	5,161	5,161	5,161	5,161
<b>Total current assets .....</b>	<b>1,836,169</b>	<b>1,987,310</b>	<b>1,751,276</b>	<b>1,690,692</b>	<b>1,811,416</b>	<b>2,137,724</b>	<b>2,257,558</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	219,205	242,461	241,066	262,476	283,887	305,282	326,689
Property, plant and equipment .....	12,004,985	11,518,664	12,069,465	12,240,032	12,205,710	12,046,456	11,771,416
Loans and advances .....	4,173,748	4,509,293	3,591,996	3,805,809	4,103,968	4,432,334	4,753,555
Receivables .....	35,174	82	35,174	35,174	35,174	35,174	35,174
Intangibles .....	14,849	9,641	10,509	5,498	(492)	(6,482)	(9,185)
Restricted cash .....	9,513	9,172	11,419	13,363	14,078	14,793	15,628
Other .....	124,010	179,768	209,654	262,943	369,215	305,920	427,469
<b>Total non-current assets .....</b>	<b>16,581,484</b>	<b>16,469,081</b>	<b>16,169,283</b>	<b>16,625,295</b>	<b>17,011,540</b>	<b>17,133,477</b>	<b>17,320,746</b>
<b>TOTAL ASSETS .....</b>	<b>18,417,653</b>	<b>18,456,391</b>	<b>17,920,559</b>	<b>18,315,987</b>	<b>18,822,956</b>	<b>19,271,201</b>	<b>19,578,304</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	138,954	141,809	140,933	142,912	144,891	146,870	148,933
Payables .....	67,268	123,422	66,208	62,398	50,762	51,762	49,570
Borrowings and leases .....	112,317	132,249	112,933	112,807	113,002	112,967	112,810
Other .....	319,347	155,388	292,489	287,489	288,548	291,438	286,764
<b>Total current liabilities .....</b>	<b>637,886</b>	<b>552,868</b>	<b>612,563</b>	<b>605,606</b>	<b>597,203</b>	<b>603,037</b>	<b>598,077</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	27,742	28,967	27,742	27,742	27,742	27,742	27,742
Borrowings and leases .....	5,711,276	6,126,544	5,148,270	5,361,837	5,723,885	6,081,201	6,346,357
Other .....	105,586	68,047	54,650	44,477	50,875	71,758	71,758
<b>Total non-current liabilities .....</b>	<b>5,844,604</b>	<b>6,223,558</b>	<b>5,230,662</b>	<b>5,434,056</b>	<b>5,802,502</b>	<b>6,180,701</b>	<b>6,445,857</b>
<b>TOTAL LIABILITIES .....</b>	<b>6,482,490</b>	<b>6,776,426</b>	<b>5,843,225</b>	<b>6,039,662</b>	<b>6,399,705</b>	<b>6,783,738</b>	<b>7,043,934</b>
<b>EQUITY <sup>(b)</sup></b>							
Contributed equity .....	2,384,484	2,409,206	2,525,155	2,806,293	2,999,618	3,100,353	3,170,831
Accumulated surplus/(deficit) .....	3,416,233	2,946,298	3,417,783	3,335,637	3,289,238	3,252,715	3,229,144
Reserves .....	6,134,385	6,342,101	6,134,335	6,134,334	6,134,334	6,134,334	6,134,334
Other .....	61	(17,640)	61	61	61	61	61
<b>Total equity .....</b>	<b>11,935,163</b>	<b>11,679,965</b>	<b>12,077,334</b>	<b>12,276,325</b>	<b>12,423,251</b>	<b>12,487,463</b>	<b>12,534,370</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>18,417,653</b>	<b>18,456,391</b>	<b>17,920,559</b>	<b>18,315,987</b>	<b>18,822,956</b>	<b>19,271,201</b>	<b>19,578,304</b>

(a) Full audited financial statements are published in the Annual Reports for the Department, Disability Services Commission, and the Housing Authority.

(b) The Department's commercial land development functions and assets transferred to DevelopmentWA on 1 July 2021, which has impacted on the Department's recognition of equity in the 2020-21 Actual.

**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.....	1,845,454	1,933,160	2,112,844	2,068,899	2,058,355	2,063,026	2,136,825
Capital appropriation .....	182,129	165,962	107,813	281,006	174,123	100,715	85,111
Administered equity contribution .....	-	-	-	11,700	14,700	-	-
Holding Account drawdowns .....	5,455	68	68	68	68	68	68
Royalties for Regions Fund:							
Regional Community Services Fund .....	83,842	129,661	105,328	152,171	139,426	123,464	127,804
Regional Infrastructure and Headworks Fund .....	1,000	19	2,003	5,455	4,479	-	-
Rent receipts .....	86,002	85,097	85,097	86,389	87,557	88,945	88,945
Interest receipts .....	56,943	82,662	61,208	68,546	103,306	127,025	140,419
Dividend/State contributions received .....	62,708	140,018	155,837	128,763	101,322	97,017	105,122
Other .....	82,188	222,410	210,542	208,500	104,318	67,973	63,490
Administered appropriations .....	-	-	-	-	-	59,475	59,475
<b>Net cash provided by Government .....</b>	<b>2,405,721</b>	<b>2,759,057</b>	<b>2,840,740</b>	<b>3,011,497</b>	<b>2,787,654</b>	<b>2,727,708</b>	<b>2,807,259</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(628,647)	(621,376)	(618,403)	(651,445)	(651,998)	(661,874)	(686,570)
Grants and subsidies .....	(1,124,805)	(1,163,449)	(1,318,494)	(1,235,979)	(1,224,839)	(1,241,505)	(1,283,437)
Supplies and services .....	(657,224)	(694,286)	(658,624)	(716,872)	(667,755)	(626,342)	(674,950)
Accommodation .....	(236,890)	(318,738)	(318,682)	(291,512)	(281,229)	(285,678)	(290,593)
GST payments .....	(123,505)	(84,363)	(84,363)	(93,763)	(66,606)	(75,818)	(75,868)
Finance and interest costs .....	(60,614)	(64,805)	(48,577)	(54,062)	(84,286)	(101,162)	(109,784)
Other payments .....	(204,393)	(203,396)	(209,605)	(216,370)	(214,618)	(213,451)	(215,154)
<b>Receipts <sup>(b)</sup></b>							
Regulatory fees and fines .....	106	-	-	-	-	-	-
Grants and subsidies .....	223,041	206,213	192,600	180,538	173,247	174,865	177,411
Sale of goods and services .....	125,260	100,409	95,084	84,527	165,995	182,918	202,629
GST receipts .....	119,719	84,363	84,363	93,763	66,606	75,818	75,868
Rent receipts .....	248,701	282,598	260,945	291,129	299,775	299,740	299,272
Interest receipts .....	863	49	49	35	21	21	21
Other receipts .....	102,342	36,059	25,012	18,837	10,698	9,009	9,006
<b>Net cash from operating activities .....</b>	<b>(2,216,046)</b>	<b>(2,440,722)</b>	<b>(2,598,695)</b>	<b>(2,591,174)</b>	<b>(2,474,989)</b>	<b>(2,463,459)</b>	<b>(2,572,149)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(100,918)	(312,292)	(293,991)	(414,109)	(292,547)	(98,771)	(80,477)
Proceeds from sale of non-current assets .....	66,278	16,470	18,530	24,976	88,351	80,428	73,786
<b>Net cash from investing activities .....</b>	<b>(34,640)</b>	<b>(295,822)</b>	<b>(275,461)</b>	<b>(389,133)</b>	<b>(204,196)</b>	<b>(18,343)</b>	<b>(6,691)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases .....	(1,320,160)	(1,045,447)	(683,198)	(1,179,114)	(1,296,334)	(1,151,016)	(972,524)
Other payments .....	(1,386,000)	(1,332,181)	(53,332)	(1,341,373)	(1,485,341)	(1,455,390)	(1,174,189)
Proceeds from borrowings .....	1,383,000	1,414,181	53,332	1,341,373	1,585,341	1,455,390	1,174,189
Other proceeds .....	1,075,000	900,000	538,221	1,049,500	1,115,000	1,050,000	770,000
<b>Net cash from financing activities .....</b>	<b>(248,160)</b>	<b>(63,447)</b>	<b>(144,977)</b>	<b>(129,614)</b>	<b>(81,334)</b>	<b>(101,016)</b>	<b>(202,524)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>(93,125)</b>	<b>(40,934)</b>	<b>(178,393)</b>	<b>(98,424)</b>	<b>27,135</b>	<b>144,890</b>	<b>25,895</b>
Cash assets at the beginning of the reporting period .....	459,670	233,999	370,500	193,556	95,132	122,267	267,157
Net cash transferred to/from other agencies .....	3,955	1,449	1,449	-	-	-	-
<b>Cash assets at the end of the reporting period <sup>(c)</sup> .....</b>	<b>370,500</b>	<b>194,514</b>	<b>193,556</b>	<b>95,132</b>	<b>122,267</b>	<b>267,157</b>	<b>293,052</b>

(a) Full audited financial statements are published in the Annual Reports for the Department, Disability Services Commission, and the Housing Authority.

(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.

(c) The variance between the cash assets at the end of the reporting period in 2020-21 Actual and the cash assets at the beginning of the reporting period for 2021-22 Budget is due to the timing of publication of the 2021-22 Budget Papers.

## NET APPROPRIATION DETERMINATION (a)

	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>							
Connected Beginnings - Roebourne .....	525	611	611	736	-	-	-
COVID-19 Welfare and Pandemic Response Grants (Rio Tinto) .....	250	-	-	-	-	-	-
Disaster Recovery Arrangements							
Natural Disasters - Past Events .....	-	-	2,549	280	-	-	-
Severe Tropical Cyclone Seroja .....	2,072	-	4,500	5,400	-	-	-
Essential and Municipal Services Upgrade Program .....	-	30,921	8,930	15,022	12,634	-	-
Financial Counselling .....	800	500	500	500	500	500	500
Kimberley Juvenile Justice Strategy .....	-	204	50	154	-	-	-
National Housing and Homelessness Agreement .....	46,322	49,104	49,269	50,719	40,960	41,600	41,935
National Initiatives Women's Safety Package ....	724	576	576	-	-	-	-
National Partnership Agreement - Family Domestic Sexual Violence Responses .....	-	-	7,535	-	-	-	-
National Partnership on COVID-19 Domestic and Family Violence Responses .....	10,609	-	-	-	-	-	-
National Partnership on COVID-19 Response .....	-	21	2,538	-	-	-	-
Parenting Community Funding .....	-	534	534	-	-	-	-
Perth CBD Office .....	251	270	249	-	-	-	-
Project Agreement for Family Law Information Sharing .....	301	305	409	-	-	-	-
Provision of Services to the Commonwealth in Respect of Indian Ocean Territories .....	253	599	580	580	580	580	580
Unaccompanied Humanitarian Minors .....	14	33	33	33	33	33	33
Western Australian Council of Social Service Sector Support Development .....	385	192	192	192	192	192	192
Wooroloo Fires Recovery Arrangement .....	-	323	323	-	-	-	-
Youth Supported Accommodation Assistance Program from Mental Health Commission .....	466	-	-	-	-	-	-
<b>Sale of Goods and Services</b>							
Adoption Fees .....	92	93	136	138	190	190	190
Fines and Penalties .....	106	-	-	-	-	-	-
NDIS Worker Screening Fees .....	1,453	3,188	4,601	4,601	4,601	4,460	4,460
Other .....	8	-	-	-	-	-	-
Regulatory Fees and Services Rendered .....	569	612	612	612	612	612	612
WA Seniors Card .....	-	-	-	124	124	124	124
Working with Children Screening Fees .....	9,146	9,023	9,023	9,202	9,202	9,202	9,202
<b>GST Receipts</b>							
GST Input Credits .....	46,640	42,039	42,039	41,033	40,609	40,138	40,138
GST Receipts on Sales .....	2,287	82	82	82	82	82	82
<b>Other Receipts</b>							
Other Receipts .....	366	271	292	805	805	805	805
Rental Income .....	1,948	3,099	3,099	3,272	3,388	3,502	3,502
Transfer of Leave Liability and Revaluation Increment .....	16,618	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>142,205</b>	<b>142,600</b>	<b>139,262</b>	<b>133,485</b>	<b>114,512</b>	<b>102,020</b>	<b>102,355</b>

(a) The Housing Authority and the Disability Services Commission are statutory authorities and excluded from the Net Appropriation Determination.

# Keystart Housing Scheme Trust

## Part 8 Community Services

### Asset Investment Program

1. The Trust helps to ensure the provision of sustainable housing outcomes by assisting Western Australians into affordable home ownership.
2. To support the delivery of its key lending services, the Trust's Asset Investment Program totals \$5 million across the forward estimates period and includes:
  - 2.1. an ongoing ICT development program;
  - 2.2. the replacement of the current broker portal with a third-party system; and
  - 2.3. the development and implementation of a software application for customers to regularly review and consider their ability to refinance.

	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>							
Broker Portal Replacement .....	1,500	1,000	1,000	500	-	-	-
Customer Application for Education and Refinancing .....	1,000	500	500	500	-	-	-
ICT Systems .....	17,500	13,500	550	550	1,150	1,150	1,150
<b>Total Cost of Asset Investment Program.....</b>	<b>20,000</b>	<b>15,000</b>	<b>2,050</b>	<b>1,550</b>	<b>1,150</b>	<b>1,150</b>	<b>1,150</b>
<b>FUNDED BY</b>							
Internal Funds and Balances.....			2,050	1,550	1,150	1,150	1,150
<b>Total Funding .....</b>			<b>2,050</b>	<b>1,550</b>	<b>1,150</b>	<b>1,150</b>	<b>1,150</b>

# Division 36      **Local Government, Sport and Cultural Industries**

## Part 8              Community Services

### 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 74 Net amount appropriated to deliver services .....	277,052	187,633	159,542	<b>269,745</b>	139,154	128,680	132,081
Item 76 Art Gallery of Western Australia.....	8,497	8,458	8,600	<b>8,641</b>	8,569	8,712	8,756
Item 77 Contribution to Community Sporting and Recreation Facilities Fund...	18,000	13,000	13,000	<b>12,000</b>	12,000	12,000	12,000
Item 78 Library Board of Western Australia...	28,736	27,931	28,046	<b>27,937</b>	28,282	28,024	28,168
Item 79 Perth Theatre Trust <sup>(a)</sup> .....	12,760	9,504	9,876	<b>10,772</b>	11,504	12,021	12,102
Item 80 Western Australian Museum .....	37,306	36,544	36,544	<b>37,101</b>	36,128	39,983	35,366
<b>Amount Authorised by Other Statutes</b>							
- Lotteries Commission Act 1990 .....	38,014	33,924	40,888	<b>35,582</b>	36,182	37,960	39,090
- Salaries and Allowances Act 1975 .....	634	636	636	<b>641</b>	643	648	648
Total appropriations provided to deliver services.....	420,999	317,630	297,132	<b>402,419</b>	272,462	268,028	268,211
<b>ADMINISTERED TRANSACTIONS</b>							
Item 75 Amount provided for Administered Grants, Subsidies and Other Transfer Payments .....	64,540	84,555	88,043	<b>43,174</b>	43,855	45,834	47,098
<b>CAPITAL</b>							
Item 140 Capital Appropriation.....	30,490	22,981	21,095	<b>61,885</b>	100,578	58,319	319
Item 141 Art Gallery of Western Australia....	1,718	518	2,618	<b>218</b>	218	218	218
Item 142 Western Australian Museum .....	-	-	-	<b>2,000</b>	-	-	-
<b>TOTAL APPROPRIATIONS .....</b>	<b>517,747</b>	<b>425,684</b>	<b>408,888</b>	<b>509,696</b>	<b>417,113</b>	<b>372,399</b>	<b>315,846</b>
<b>EXPENSES</b>							
Total Cost of Services .....	614,423	498,822	490,631	<b>517,409</b>	374,553	333,884	334,669
Net Cost of Services <sup>(b)</sup> .....	573,505	450,073	435,971	<b>459,928</b>	314,542	287,262	287,503
<b>CASH ASSETS <sup>(c)</sup> .....</b>	<b>251,921</b>	<b>119,047</b>	<b>115,084</b>	<b>65,116</b>	<b>47,036</b>	<b>45,464</b>	<b>45,393</b>

(a) The operations of the Perth Theatre Trust are planned to transition to the Arts and Culture Trust from 1 July 2022.

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

(c) As at 30 June each financial year.

## Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Department's Income Statement since presentation of the 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>Election Commitments</b>					
Aboriginal Cultural Centre Planning - Stage 2.....	3,581	-	-	-	-
East Fremantle Oval Redevelopment.....	-	5,000	-	-	-
Geraldton Basketball Stadium Upgrade - Additional Funding.....	1,500	-	-	-	-
<b>COVID-19 Response</b>					
Business Assistance Grants.....	11,600	-	-	-	-
Getting the Show Back on the Road Assistance Package .....	12,300	-	-	-	-
Industry Support Package and Business Hardship Fund - Administration Support.....	712	-	-	-	-
<b>New Initiatives</b>					
AFL Kimberley Partnership .....	1,000	1,000	1,000	1,000	1,000
Art Gallery of Western Australia - Storage Facility - Project Definition Plan ...	-	500	-	-	-
Critical Maintenance Issues .....	-	1,667	-	-	-
Elevate Rooftop Facility - Operational Costs.....	374	619	619	-	-
Perth Cultural Centre Precinct - Continuation of Existing Operational Services .....	-	2,216	2,233	2,251	2,268
Perth Cultural Centre Precinct - Increased Security .....	370	768	799	830	861
Perth Theatre Trust - Transition to the Arts and Culture Trust <sup>(a)</sup> .....	117	-	-	-	-
Production Attraction.....	1,000	2,000	-	-	-
Regulatory Reform Program .....	653	1,322	-	-	-
State Library of Western Australia - Digitisation.....	-	1,010	-	-	-
WA Maritime Museum - HMAS Ovens Submarine Works .....	-	2,114	1,408	-	-
<b>Ongoing Initiatives</b>					
Art Gallery of Western Australia - Operational Funding.....	142	217	-	-	-
Banned Drinkers Register Trial - Reflow and One Year Extension in Kimberley/Pilbara .....	528	1,960	-	-	-
Extension of Infrastructure Delivery Support for Election Commitments .....	-	373	384	-	-
National Redress Scheme.....	-	647	656	-	-
Off-Road Vehicle Special Purpose Account.....	184	538	138	138	138
Royalties for Regions (RfR) Program .....	3,873	2,152	(2,390)	-	-
WA Museum - New Museum Boola Bardip - Operational Funding .....	-	689	829	5,404	611
WA Museum - Regional Museum Grants.....	-	200	200	200	200
<b>Other</b>					
2022-23 Tariffs, Fees and Charges .....	-	373	423	434	434
Government Office Accommodation.....	(8)	2	7	13	19
Office of Multicultural Interests - Community Engagement Funding Transfer....	94	-	-	-	-
Perth Theatre Trust - Revisions to Own-source Revenue Estimates <sup>(a)</sup> .....	2,500	2,500	2,500	2,500	-
Revisions to <i>Lotteries Commission Act 1990</i> Estimates.....	6,964	510	980	2,580	3,710
State Fleet Policy and Procurement Initiatives.....	(33)	4	34	29	32

(a) The operations of the Perth Theatre Trust are planned to transition to the Arts and Culture Trust from 1 July 2022



## Significant Issues Impacting the Agency

### Continuing the COVID-19 Response

1. The Department is delivering a number of major infrastructure projects that support COVID-19 recovery and contribute to the community fabric of Western Australia. Projects in the delivery phase include:
  - 1.1. the \$39.7 million State Football Centre scheduled for completion in time for the 2023 FIFA Women's World Cup; and
  - 1.2. the \$15 million His Majesty's Theatre Stage 3, conserving the theatre's rich heritage fabric and maintaining its reputation as a world-class performing arts venue.
2. Several initiatives continue to be delivered to support Western Australian culture, arts and events industries as they recover from the impacts of COVID-19. This includes:
  - 2.1. the \$10 million extension to the Getting the Show Back on the Road program as part of the \$77 million Safe Transition Industry Support Package; and
  - 2.2. an additional \$3 million for the Event Suppliers Support Program to provide support to eligible event suppliers for ticketed events impacted through the COVID-19 safety measures.
3. The Business Assistance Package supports businesses adversely affected by the higher case load environment and the implementation of Level 1 and 2 public health and social measures. This support includes:
  - 3.1. a \$1.8 million Nightclub Assistance Program; and
  - 3.2. a \$1.3 million Performing Arts, Theatres and Cinemas Assistance Program.

### Infrastructure Projects

4. The Government has committed \$54 million toward community engagement, planning, design and seed capital for an Aboriginal Cultural Centre which will celebrate and promote the diverse cultures, heritage and experiences of Western Australia's Aboriginal people and communities. The centre will aim to inspire visitors to explore all regions of the State to enjoy first-hand the unique experiences available in Western Australia.
5. The Department is delivering a \$52.4 million Perth City Deal project to preserve the heritage-listed Perth Concert Hall and activate a future cultural hub connecting the city and the Swan River, increasing arts and culture offerings to the Perth arts and tourism sectors' recovery through and beyond the COVID-19 pandemic.
6. The Department will deliver a \$35 million Perth City Deal project to rejuvenate the Perth Cultural Centre precinct to create vibrant, safe and attractive areas to connect Perth's cultural institutions and the surrounds, delivering improved liveability, cultural and tourism outcomes for the city. As part of the project, the Art Gallery of Western Australia will commission a new \$2 million landmark artwork installation.
7. VenuesWest, the Department and Finance are working together to deliver works to ensure that HBF Park is ready to host the 2023 FIFA Women's World Cup matches.

### Regulation and Reform

8. The Perth Casino Royal Commission (the Royal Commission) was established in March 2021 to inquire into the suitability of Crown Perth to continue holding a Casino Gaming Licence and to examine the State's regulatory framework. The Royal Commission delivered an interim report which was tabled in Parliament on 3 August 2021 and the final report was tabled in Parliament on 24 March 2022. The outcomes and recommendations of the Royal Commission are likely to have a significant impact on the Department and Gaming and Wagering in relation to governance arrangements and legislative framework.
9. Following the release of the City of Perth Inquiry Report and the Local Government Act Review Panel Report in August 2020, the Department will continue to progress a package of local government reforms to shape the direction of the local government sector to ensure they are effective, transparent, accountable and engaged with their communities.

10. On 22 December 2021, the *Dog Amendment (Stop Puppy Farming) Act 2021* received Royal Assent. The Department is developing a centralised registration system and enabling regulations to implement significant reforms to the *Dog Act 1976* to stop puppy farming. The reforms are being designed and implemented in consultation with stakeholders.
11. Western Australia adopted a coordinated and collaborative cross-agency approach to progress the implementation of recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse. The Department is proactively working with peak industry bodies across its sectors to consult and advise on the potential impacts of proposed child safeguarding reforms including the proposed Reportable Conduct Scheme and National Principles for Child Safe Organisations. Work will also be undertaken to ensure the organisational structure and capability are identified to implement child safeguarding reforms.
12. The Department will continue to implement the election commitment of liquor reform by working with industry and other stakeholders to inform further amendments to the *Liquor Control Act 1988*. The reforms will be designed to reduce unnecessary red tape, support the tourism and hospitality industry and address issues around alcohol-related harm.
13. Reforms to the governance of the State's arts and cultural assets include the *Arts and Culture Trust Act 2021*, which contains powers to manage a range of venues, including outdoor spaces. This legislative reform, along with service delivery reforms, will provide a strategic focus on the management of arts and cultural assets.

### **Multicultural Interests**

14. Effective planning at the national, state/territory and local levels is essential for successful settlement. Following the opening of national and state borders, the Department will oversee a cross-agency collaborative response to ensure that the necessary services and social infrastructure supports are available and effective in meeting the needs of new arrivals.
15. Western Australia's population has become increasingly culturally and linguistically diverse, creating opportunities for State development as well as challenges for organisations and communities. The Department will continue to invest in culturally and linguistically diverse communities through key programs including the Community Grants Program and Community Languages Program. The Department will continue to administer the Community Capital Works Fund.

### **Arts and Cultural Services**

16. To meet growing community demand for access to information in a digital format, the State Library of Western Australia is increasing its capacity to collect, create and manage digital format materials and skill its workforce accordingly. The State Library will be focusing on long-term digital preservation strategies to ensure these critical heritage collections continue to be accessible for future generations.
17. A new Western Australian Public Libraries Strategy will be released in 2022. The strategy will focus on the value of public libraries in the community and the central role they play in achieving whole-of-government outcomes for digital and social inclusion and providing literacy and learning opportunities to improve the wellbeing of all Western Australians.
18. The WA Museum will receive \$3.5 million for a project to repair and repaint the external surface of the HMAS Ovens submarine, and to address safety and heritage conservation concerns relating to two heritage-listed cranes at the Fremantle Wharf area. The project will be delivered over two financial years and will contribute significantly to the revitalisation of Victoria Quay.
19. The Government has allocated \$3.5 million over two financial years to the WA Museum through the Department of Primary Industries and Regional Development, to continue to operate the Gwoonwardu Mia Gascoyne Aboriginal Heritage and Cultural Centre in Carnarvon.
20. A new program across Asia to connect West Australian artists to the region is being funded through a private/public partnership between the Art Gallery of Western Australia and the Simon Lee Foundation. The project will create an integrated curatorial and artistic research centre, artist residencies, acquisitions, and cultural exchange program, alongside major exhibitions and curatorial projects.
21. The Art Gallery will progress planning for a major project to develop an offsite purpose-built storage facility to free up space within the gallery currently used for storage. This would allow an increased display of the \$332 million State Art Collection and securely store the remainder in industry standard conditions.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	A sustainable arts and culture sector that facilitates attendance and participation in arts and cultural activity.	1. Cultural and Arts Industry Support
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Local governments are supported to meet legislative requirements of the Local Government Act.	2. Regulation and Support of Local Government
	Efficient and effective asset and infrastructure support services to client agencies.	3. Asset and Infrastructure Support Services to Client Agencies
	Gambling and liquor industries operate responsibly in accordance with legislation.	4. Regulation of the Gambling and Liquor Industries
	A strong sport and recreation sector that facilitates participation.	5. Sport and Recreation Industry Support
	Western Australia's State Art Collection asset is developed, appropriately managed and preserved.	6. Cultural Heritage Management and Conservation
	Western Australia's State Art Collection and works of art on loan are accessible.	7. Cultural Heritage Access and Community Engagement and Education
	The Western Australian community has access to the State Library's collections, services and programs.	8. State Library Services
	The Western Australian community engages with public library collections, services and programs.	9. Public Library Support
	Effectively managed performing arts venues attracting optimal utilisation.	10. Venue Management Services
	Sustainable care and development of the State's museum collections for the benefit of present and future generations.	11. Collections Management, Research and Conservation Services 12. Collections Effectively Documented and Digitised
	Enhance cultural identity and understanding by promoting and ensuring the widest possible use of Western Australian Museum content and collections.	13. Public Sites, Public Programs and Collections Accessed On-site 14. Online Access to Collections, Expertise and Programs 15. Museum Services to the Regions

## Service Summary

Expense	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. Cultural and Arts Industry Support.....	68,921	101,346	134,367	76,324	68,720	69,476	72,696
2. Regulation and Support of Local Government .....	16,006	16,053	18,241	14,494	13,230	13,252	13,356
3. Asset and Infrastructure Support Services to Client Agencies .....	300,189	35,806	38,872	16,544	13,952	13,503	13,566
4. Regulation of the Gambling and Liquor Industries .....	17,647	23,922	24,056	23,297	20,682	23,150	23,338
5. Sport and Recreation Industry Support .....	101,861	211,955	153,887	271,166	142,367	94,643	98,655
6. Cultural Heritage Management and Conservation .....	1,086	1,049	1,097	1,145	1,140	1,090	1,096
7. Cultural Heritage Access and Community Engagement and Education .....	10,169	10,179	10,647	10,662	10,818	10,354	10,407
8. State Library Services .....	13,857	13,620	17,056	14,734	13,500	13,680	13,759
9. Public Library Support .....	17,708	17,405	21,796	17,016	17,250	17,482	17,583
10. Venue Management Services.....	20,885	19,710	22,582	23,746	24,478	24,995	22,585
11. Collections Management, Research and Conservation Services.....	9,304	9,245	9,294	10,875	10,305	9,028	9,059
12. Collections Effectively Documented and Digitised .....	1,642	1,601	1,609	1,517	1,540	1,563	1,568
13. Public Sites, Public Programs and Collections Accessed On-site .....	26,584	28,394	28,545	27,602	28,159	33,136	28,440
14. Online Access to Collections, Expertise and Programs .....	958	951	956	901	915	928	931
15. Museum Services to the Regions .....	7,606	7,586	7,626	7,386	7,497	7,604	7,630
<b>Total Cost of Services .....</b>	<b>614,423</b>	<b>498,822</b>	<b>490,631</b>	<b>517,409</b>	<b>374,553</b>	<b>333,884</b>	<b>334,669</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 sustainable arts and culture sector that facilitates attendance and participation in arts and cultural activity:</b>					
Ratio of Government funding to other income earned for funded arts and cultural organisations .....	1:4.7	1:2.7	1:3.5	1:3.4	
Percentage of Western Australians attending or participating in an arts and cultural activity.....	73%	73%	73%	73%	
Percentage of stakeholders who report that the Office of Multicultural Interests had a positive impact on the promotion and support of multiculturalism.....	94%	80%	80%	80%	
<b>Outcome: Local governments are supported to meet legislative requirements of the Local Government Act:</b>					
Percentage of local governments where actions were taken in support of compliance with the legislative framework .....	22%	20%	20%	20%	
<b>Outcome: Gambling and liquor industries operate responsibly in accordance with legislation:</b>					
Percentage of audits and inspections that comply with requirements and statutory criteria.....	96%	95%	95%	95%	
<b>Outcome: A strong sport and recreation sector that facilitates participation:</b>					
Percentage of West Australians participating in organised sport and recreation ....	64%	56%	63%	56%	
<b>Outcome: Western Australia's State Art Collection asset is developed, appropriately managed and preserved:</b>					
Percentage of collection stored to the required standard .....	99%	99%	96%	99%	
<b>Outcome: Western Australia's State Art Collection and works of art on loan are accessible:</b>					
Number of people accessing the collection:					
Total number of visitors .....	148,301	211,000	146,000	280,000	1
Total number of online visitors to website .....	136,537	160,000	155,000	175,000	
Percentage of visitors satisfied with visit overall.....	75%	93%	85%	93%	2
<b>Outcome: The Western Australian community has access to the State Library's collections, services and programs:</b>					
Number of State Library accesses.....	9,349,466	9,619,290	9,543,480	6,215,150	3
Percentage of visitors who are satisfied with State Library services .....	95%	95%	96%	95%	
<b>Outcome: The Western Australian community engages with public library collections, services and programs:</b>					
Percentage of Western Australians that are a member of a public library.....	38.2%	37.5%	37.9%	37.9%	
<b>Outcome: Effectively managed performing arts venues attracting optimal utilisation:</b>					
Attendance rate across principal performance spaces .....	283,962	350,000	316,560	320,000	
Average subsidy per attendee for Perth Theatre Trust <sup>(b)</sup> funded programs...	\$2	\$3	\$2	\$2	
<b>Outcome: Sustainable care and development of the State's museum collections for the benefit of present and future generations:</b>					
Percentage of collection stored to the required standard .....	99%	99%	99%	99%	
Percentage of the collection accessible online.....	18%	20%	18%	18%	
Proportion of the State collection documented and digitised .....	27%	28%	27%	27%	
<b>Outcome: Enhance cultural identity and understanding by promoting and ensuring the widest possible use of Western Australian Museum content and collections:</b>					
Number of people engaging with and accessing museum content and collections ...	3,703,139	3,381,083	2,871,501	2,523,142	
Total number of visitors .....	971,528	981,083	841,923	795,542	
Total number of online visitors to website .....	2,731,611	2,400,000	2,029,578	1,727,600	
Percentage of visitors to Western Australian museum sites satisfied with services ...	92%	92%	97%	97%	

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

(b) The operations of the Perth Theatre Trust are planned to transition to the Arts and Culture Trust from 1 July 2022.

**Explanation of Significant Movements**

(Notes)

1. Visitor numbers have been below targets due to the impact of public health measures associated with the COVID-19 pandemic.
2. Due to the periodic opening of more galleries following the redevelopment, satisfaction improved. This trend is likely to continue with a more ambitious exhibition program and improvements to Gallery amenities with the rooftop and foyer redevelopments.
3. The 2022-23 Budget Target is significantly lower than the estimate for the previous year due mainly to the unreliability of usage data supplied by a third party. In previous years, the number of page views of Western Australian newspapers accounted for 30% of all accesses reported. Until reliable usage counts are available, this count cannot be included in the indicator.

**Services and Key Efficiency Indicators****1. Cultural and Arts Industry Support**

Supporting the delivery of arts and culture activities across Western Australia through funding programs and partnerships.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	68,921	101,346	134,367	76,324	1
Less Income .....	427	613	1,717	461	
Net Cost of Service .....	68,494	100,733	132,650	75,863	
<b>Employees (Full-Time Equivalents) .....</b>	<b>87</b>	<b>86</b>	<b>92</b>	<b>82</b>	
<b>Efficiency Indicators</b>					
Grants operations expense as a percentage of direct grants approved .....	5%	3%	6%	5%	2
Average cost per project to support and promote multiculturalism.....	\$102,618	\$119,660	\$100,760	\$118,720	

**Explanation of Significant Movements**

(Notes)

1. The 2021-22 Budget and Estimated Actual figures have been impacted by the additional COVID-19 Response payments provided to culture and the arts-based businesses.
2. The 2021-22 Budget does not include the increased level of resourcing, to support the additional COVID-19 Response grants provided by Government, that was provided during the year.

## 2. Regulation and Support of Local Government

Supporting local governments to fulfil their statutory obligations and to improve capability in the sector.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	16,006	16,053	18,241	14,494	1
Less Income .....	2,876	3,548	3,434	2,303	
Net Cost of Service.....	13,130	12,505	14,807	12,191	
Employees (Full-Time Equivalents) .....	58	52	54	63	2
<b>Efficiency Indicators</b>					
Average cost per local government for regulation and support.....	\$74,655	\$83,000	\$87,635	\$80,657	3

### Explanation of Significant Movements

(Notes)

- Increases in the 2021-22 Estimated Actual are primarily related to the carryover of minor election commitments being finalised in 2021-22.
- The 2022-23 Budget Target increase relates to additional resourcing allocated to deliver the regulatory reform program.
- The increase in the 2021-22 Estimated Actual reflects the impact of the Stop Puppy Farming Transition package.

## 3. Asset and Infrastructure Support Services to Client Agencies

Provision of efficient and effective asset and infrastructure support services to client agencies.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	300,189	35,806	38,872	16,544	1,2
Less Income .....	896	807	2,093	4,850	
Net Cost of Service.....	299,293	34,999	36,779	11,694	
Employees (Full-Time Equivalents) .....	34	35	37	36	

### Explanation of Significant Movements

(Notes)

- The 2020-21 Actual figures include the finance lease derecognition relating to the New Museum Project of \$277 million.
- The decrease in the 2022-23 Budget Target relates to the completion of election commitment spending in 2021-22 returning expenditure to pre-commitment levels.

#### 4. Regulation of the Gambling and Liquor Industries

Provision of services that ensure gambling and liquor industries operate responsibly in accordance with legislation.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 17,647	\$'000 23,922	\$'000 24,056	\$'000 23,297	1
Less Income .....	8,326	8,345	8,562	7,143	
Net Cost of Service .....	9,321	15,577	15,494	16,154	
<b>Employees (Full-Time Equivalents) .....</b>	<b>104</b>	<b>115</b>	<b>117</b>	<b>117</b>	
<b>Efficiency Indicators</b>					
Average cost of conducting inspections.....	\$938	\$1,495	\$1,955	\$1,456	2
Average cost of determining applications .....	\$413	\$748	\$621	\$728	

#### Explanation of Significant Movements

(Notes)

1. The increased expenditure in the 2021-22 Estimated Actual compared to the 2020-21 Actual relates primarily to the Banned Drinkers Register trials being conducted in the Kimberley, Pilbara and Goldfields regions.
2. The average cost of inspections in the 2021-22 Estimated Actual has been impacted by the increased costs associated with the Banned Drinkers Register trials in the Kimberley, Pilbara and Goldfields regions.

#### 5. Sport and Recreation Industry Support

Provide support to maintain a strong sport and recreation sector that facilitates participation.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 101,861	\$'000 211,955	\$'000 153,887	\$'000 271,166	1
Less Income .....	4,635	14,412	14,912	17,885	
Net Cost of Service .....	97,226	197,543	138,975	253,281	
<b>Employees (Full-Time Equivalents) .....</b>	<b>141</b>	<b>147</b>	<b>147</b>	<b>147</b>	
<b>Efficiency Indicators</b>					
Average cost of providing support services to sector/funded organisations...	\$7,712	\$2,120	\$8,883	\$9,953	2
Grants operations expense as a percentage of direct grants approved.....	1%	1%	1%	1%	
Average cost per recreation camp experience .....	\$42	\$59	\$80	\$47	3

#### Explanation of Significant Movements

(Notes)

1. Due to the current building industry pressures, capital grants originally reflected in the 2021-22 Budget will be paid in 2022-23.
2. The increases in the 2021-22 Estimated Actual and the 2022-23 Budget Target relate to the provision of additional resourcing to manage the volume of Government election commitments being delivered by the Department across 2021-22 and 2022-23.
3. The increased unit cost per recreation camp experience in the 2021-22 Estimated Actual (\$80) compared to the 2021-22 Budget Target (\$59) is due to camp bookings and program operations being impacted by COVID-19 restrictions from the beginning of Term 1 2022. The 2022-23 Budget Target (\$47) is based on the return to full operations for the provision of accommodation and program services across all recreation camps in 2022-23.



## 6. Cultural Heritage Management and Conservation

Provides appropriate management, development and care of the State's Art Collection asset under the *Art Gallery Act 1959*.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 1,086	\$'000 1,049	\$'000 1,097	\$'000 1,145	
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	1,086	1,049	1,097	1,145	
<b>Employees (Full-Time Equivalents) .....</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	
<b>Efficiency Indicators</b>					
Average cost of managing the collection per art gallery object.....	\$58.45	\$55.88	\$59.38	\$61.77	

## 7. Cultural Heritage Access and Community Engagement and Education

Provides access and interpretation of the State Art Collection and works of art on loan through art gallery services that encourage community engagement with the visual arts in accordance with the *Art Gallery Act 1959*.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 10,169	\$'000 10,179	\$'000 10,647	\$'000 10,662	
Less Income .....	8,697	2,656	3,030	3,052	
Net Cost of Service .....	1,472	7,523	7,617	7,610	
<b>Employees (Full-Time Equivalents) .....</b>	<b>47</b>	<b>50</b>	<b>52</b>	<b>54</b>	
<b>Efficiency Indicators</b>					
Average cost of art gallery services per art gallery access.....	\$35.70	\$27.44	\$35.37	\$23.43	1

### Explanation of Significant Movements

(Notes)

1. The Actual and Estimated Actual for 2020-21 and 2021-22 respectively have been impacted by lower attendee levels, resulting from the implications of COVID-19 public health measures.

## 8. State Library Services

Ensuring that the community has equitable access to the State Library's collections, services and programs.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	13,857	13,620	17,056	14,734	
Less Income .....	522	539	539	431	
Net Cost of Service .....	13,335	13,081	16,517	14,303	
Employees (Full-Time Equivalents) .....	106	117	118	118	
<b>Efficiency Indicators</b>					
Average cost per State Library access .....	\$1.66	\$1.42	\$1.79	\$2.37	1

### Explanation of Significant Movements

(Notes)

- The 2022-23 Budget Target is significantly higher than the estimate for the previous year mainly due to the unreliability of usage data supplied by a third party. This has meant one of the most significant routes of access to Western Australia materials cannot be included in the target. In previous years, the number of page views of Western Australian newspapers accounted for 30% of all accesses reported. The State Library will continue to work with the third party to increase the reliability of the data; once reliable data is available, it will be re-introduced to this indicator.

## 9. Public Library Support

Supporting local governments in providing public library collections, services and programs.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	17,708	17,405	21,796	17,016	1
Less Income .....	565	584	584	551	
Net Cost of Service .....	17,143	16,821	21,212	16,465	
Employees (Full-Time Equivalents) .....	20	20	20	20	
<b>Efficiency Indicators</b>					
Average cost of Government support for public library services per public library member .....	\$16.51	\$17.47	\$21.36	\$17.45	1

### Explanation of Significant Movements

(Notes)

- The increase in the 2021-22 Estimated Actual relates to the once-off carryover of funds for operational expenses.

## 10. Venue Management Services

Endeavour to improve attendances and venue activation and therefore financial returns for the Perth Theatre Trust (PTT) <sup>(a)</sup>, whilst ensuring that the buildings owned and leased by the PTT are fit for purpose and managed appropriately.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	20,885	19,710	22,582	23,746	
Less Income .....	7,167	8,733	11,275	11,500	
Net Cost of Service .....	13,718	10,977	11,307	12,246	
Employees (Full-Time Equivalents) .....	120	120	112	112	
<b>Efficiency Indicators</b>					
Average cost per attendee .....	\$77.20	\$56.31	\$68	\$69	1

(a) The operations of the Perth Theatre Trust are planned to transition to the Arts and Culture Trust from 1 July 2022.

## Explanation of Significant Movements

(Notes)

1. The average cost per attendee has been impacted by the COVID-19 public health measures reducing overall attendee numbers over the last two years.

## 11. Collections Management, Research and Conservation Services

Sustainable care and development of the State's collections for the benefit of present and future generations by ensuring that the collections are actively managed, researched and conserved.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	9,304	9,245	9,294	10,875	
Less Income .....	820	726	1,026	1,121	
Net Cost of Service .....	8,484	8,519	8,268	9,754	
Employees (Full-Time Equivalents) .....	59	63	57	63	
<b>Efficiency Indicators</b>					
Average cost per object of managing the museum collection.....	\$1.13	\$1.16	\$1.17	\$1.13	

## 12. Collections Effectively Documented and Digitised

Sustainable care and development of the State's collections for the benefit of present and future generations by ensuring that the collections are effectively documented and digitised.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	1,642	1,601	1,609	1,517	
Less Income .....	145	131	181	198	
Net Cost of Service .....	1,497	1,470	1,428	1,319	
<b>Employees (Full-Time Equivalents) .....</b>	<b>11</b>	<b>12</b>	<b>11</b>	<b>12</b>	
<b>Efficiency Indicators</b>					
Average cost per object of documenting and digitising the State collection ...	\$0.74	\$0.74	\$0.76	\$0.74	

## 13. Public Sites, Public Programs and Collections Accessed On-site

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to museum content and collections through public sites, public and educational programs.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	26,584	28,394	28,545	27,602	
Less Income .....	5,046	7,045	6,311	6,933	
Net Cost of Service .....	21,538	21,349	22,234	20,669	
<b>Employees (Full-Time Equivalents) .....</b>	<b>112</b>	<b>127</b>	<b>112</b>	<b>127</b>	
<b>Efficiency Indicators</b>					
Average cost of museum services per museum access.....	\$37.19	\$38.18	\$47.24	\$49.96	1

### Explanation of Significant Movements

(Notes)

1. The average cost per museum services per museum access has been impacted by the COVID-19 public health measures reducing overall attendee numbers.

#### 14. Online Access to Collections, Expertise and Programs

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to museum content and collections delivered through online access to the collections, expertise and programs.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	958	951	956	901	
Less Income .....	26	-	33	-	
Net Cost of Service .....	932	951	923	901	
Employees (Full-Time Equivalents) .....	6	7	7	7	
<b>Efficiency Indicators</b>					
Average cost of museum services per museum access.....	\$0.33	\$0.34	\$0.48	\$0.45	1

#### Explanation of Significant Movements

(Notes)

1. Lower than anticipated online accesses have been seen during 2021-22 and are anticipated to continue into 2022-23, driving the increases in average cost.

#### 15. Museum Services to the Regions

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to museum content and collections through regional access to the collections, expertise and programs.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	7,606	7,586	7,626	7,386	
Less Income .....	770	610	963	1,053	
Net Cost of Service .....	6,836	6,976	6,663	6,333	
Employees (Full-Time Equivalents) .....	24	31	27	31	
<b>Efficiency Indicators</b>					
Average cost per access .....	\$29.62	\$30.40	\$30.48	\$29.38	

## Asset Investment Program

1. The Department's Asset Investment Program includes an amount of \$45 million over 2023-24 and 2024-25 for the Aboriginal Cultural Centre project.
2. To support the delivery of the Department's services, other asset investment to be delivered in 2022-23 includes the following:
  - 2.1. \$5.3 million for His Majesty's Theatre Restoration and Upgrade Stage 3;
  - 2.2. \$18.6 million for the redevelopment of the Perth Concert Hall;
  - 2.3. \$5.4 million for the Perth Cultural Centre;
  - 2.4. \$19.2 million for the planning and development of a Screen Production Facility;
  - 2.5. \$28.3 million for the State Football Centre;
  - 2.6. \$545,000 for the conclusion of building and exhibition works of the new WA Museum Boola Bardip;
  - 2.7. \$250,000 for the Western Australian Centralised Registration System as part of the initiative to Stop Puppy Farming initiative;
  - 2.8. \$218,000 for the ongoing acquisition of art;
  - 2.9. \$500,000 for the planning development for the State Hockey Centre;
  - 2.10. \$160,000 for the ongoing development of WA Recreations Camps;
  - 2.11. \$392,000 for the digitisation of State Library archive materials;
  - 2.12. \$1.2 million for library materials for the State Reference Library; and
  - 2.13. \$2 million for replacement of the Maritime Museum cladding.

	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>							
<b>COVID-19 Response</b>							
His Majesty's Theatre - Restoration and Upgrade Stage 3...	15,000	9,632	9,109	5,318	50	-	-
Perth Concert Hall Redevelopment .....	52,351	1,833	1,700	18,639	30,000	1,879	-
<b>Other Works in Progress</b>							
Perth Cultural Centre .....	35,000	637	637	5,363	26,000	3,000	-
Screen Production Facility.....	104,971	5,741	5,741	19,230	60,000	20,000	-
State Football (Soccer) Centre.....	39,570	11,215	9,765	28,260	95	-	-
WA Museum Boola Bardip.....	395,399	394,669	17,635	545	185	-	-
Western Australian Centralised Registration System .....	906	506	506	250	150	-	-
<b>COMPLETED WORKS</b>							
<b>COVID-19 Response</b>							
Recreation Camps Revitalisation.....	4,745	4,745	3,400	-	-	-	-
<b>Other Completed Works</b>							
Art Gallery of Western Australia							
Art Acquisition - 2021-22 Program .....	218	218	218	-	-	-	-
Elevate 2020 Rooftop Activation.....	12,070	12,070	4,353	-	-	-	-
Ground Floor Works .....	1,800	1,800	300	-	-	-	-
Perth Rectangular Stadium .....	94,162	94,162	982	-	-	-	-
Recreation Camps - 2021-22 Program .....	160	160	160	-	-	-	-
State Library of Western Australia - State Reference							
Library Materials - 2021-22 Program.....	1,225	1,225	1,225	-	-	-	-
<b>NEW WORKS</b>							
Aboriginal Cultural Centre .....	45,000	-	-	-	10,000	35,000	-
Art Gallery of Western Australia - Art Acquisition							
2022-23 Program .....	218	-	-	218	-	-	-
2023-24 Program .....	218	-	-	-	218	-	-
2024-25 Program .....	218	-	-	-	-	218	-
2025-26 Program .....	218	-	-	-	-	-	218
Project Definition Planning - State Hockey Centre .....	500	-	-	500	-	-	-
Recreation Camps							
2022-23 Program .....	160	-	-	160	-	-	-
2023-24 Program .....	160	-	-	-	160	-	-
2024-25 Program .....	160	-	-	-	-	160	-
2025-26 Program .....	160	-	-	-	-	-	160
State Library of Western Australia							
Critical Equipment Replacement.....	392	-	-	392	-	-	-
State Reference Library Materials							
2022-23 Program.....	1,225	-	-	1,225	-	-	-
2023-24 Program.....	1,225	-	-	-	1,225	-	-
2024-25 Program.....	1,225	-	-	-	-	1,225	-
2025-26 Program.....	1,225	-	-	-	-	-	1,225
Western Australian Museum - WA Maritime Museum							
Cladding Replacement .....	2,000	-	-	2,000	-	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>811,881</b>	<b>538,613</b>	<b>55,731</b>	<b>82,100</b>	<b>128,083</b>	<b>61,482</b>	<b>1,603</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			23,319	63,789	100,476	58,218	218
Commonwealth Grants .....			10,000	11,250	16,000	-	-
Drawdowns from the Holding Account.....			1,385	1,385	1,385	1,385	1,385
Funding Included in Department of Treasury - Digital				392			
Capability Fund .....							
Internal Funds and Balances.....			21,027	1,284	10,222	1,879	-
Other Grants and Subsidies .....			-	4,000	-	-	-
<b>Total Funding .....</b>			<b>55,731</b>	<b>82,100</b>	<b>128,083</b>	<b>61,482</b>	<b>1,603</b>

## **Financial Statements**

### **Income Statement**

#### *Expenses*

1. The Department's Total Cost of Services in the 2022-23 Budget Year increases by \$27 million compared to the 2021-22 Estimated Actual primarily due to the carryover of unspent funding from 2021-22.
2. The Total Cost of Services in the 2023-24 financial year decreases by \$143 million from the prior year, primarily reflecting the finalisation of the election commitment capital grant program in 2022-23.

### **Statement of Financial Position**

3. Total current assets decrease by \$50 million in the 2022-23 Budget Year compared to the 2021-22 Estimated Actual primarily due to the drawdown of cash reserves to deliver projects and programs following approved carryover adjustments.

### **Statement of Cashflows**

4. Service appropriations increase by \$144 million in the 2022-23 Budget Year compared to the 2021-22 Estimated Actual mainly due to the impact of election commitments reflowed from 2021-22.
5. Capital appropriation increases by \$40 million in the 2022-23 Budget Year compared to the 2021-22 Estimated Actual primarily due to the reflow of projects impacted by the increased activity in the building industry.
6. Net cash from investing activities decreases by \$26 million in the 2022-23 Budget Year compared to the 2021-22 Estimated Actual due to the reflow of capital projects.



**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> .....	99,400	110,355	112,791	111,697	111,272	111,999	112,350
Grants and subsidies <sup>(c)</sup> .....	142,784	286,887	268,240	303,391	133,749	118,921	122,680
Supplies and services .....	34,792	37,605	44,084	38,724	35,696	37,682	38,302
Accommodation .....	21,702	28,280	28,840	31,244	28,884	29,259	28,262
Depreciation and amortisation .....	16,607	23,338	23,315	23,254	23,696	24,099	24,102
Finance and interest costs .....	22	34	24	33	30	27	27
Other expenses .....	299,116	12,323	13,337	9,066	41,226	11,897	8,946
<b>TOTAL COST OF SERVICES .....</b>	<b>614,423</b>	<b>498,822</b>	<b>490,631</b>	<b>517,409</b>	<b>374,553</b>	<b>333,884</b>	<b>334,669</b>
<b>Income</b>							
Sale of goods and services .....	15,238	20,721	23,938	24,716	26,083	26,651	26,999
Regulatory fees and fines .....	7,047	6,854	6,928	9,377	9,601	11,683	11,879
Grants and subsidies .....	1,855	11,763	14,684	18,445	19,330	3,290	3,290
Other revenue .....	16,778	9,411	9,110	4,943	4,997	4,998	4,998
<b>Total Income .....</b>	<b>40,918</b>	<b>48,749</b>	<b>54,660</b>	<b>57,481</b>	<b>60,011</b>	<b>46,622</b>	<b>47,166</b>
<b>NET COST OF SERVICES .....</b>	<b>573,505</b>	<b>450,073</b>	<b>435,971</b>	<b>459,928</b>	<b>314,542</b>	<b>287,262</b>	<b>287,503</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	420,999	317,630	297,132	402,419	272,462	268,028	268,211
Resources received free of charge .....	1,089	1,334	1,334	1,334	1,334	1,334	1,334
Royalties for Regions Fund:							
Regional Community Services Fund .....	14,558	19,043	21,273	14,768	9,526	11,916	11,916
Regional Infrastructure and Headworks							
Fund .....	-	16	140	140	140	140	140
Other revenues .....	16,815	7,005	10,330	7,924	6,806	6,240	6,242
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>453,461</b>	<b>345,028</b>	<b>330,209</b>	<b>426,585</b>	<b>290,268</b>	<b>287,658</b>	<b>287,843</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(120,044)</b>	<b>(105,045)</b>	<b>(105,762)</b>	<b>(33,343)</b>	<b>(24,274)</b>	<b>396</b>	<b>340</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 934, 968 and 994 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	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Year	2023-24 Outyear	2024-25 Outyear	2025-26 Outyear
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Aboriginal Cultural Centre .....	-	2,500	-	-	-	-	-
AFL Kimberley Partnership .....	-	-	1,000	1,000	1,000	1,000	1,000
Albany Motorplex Complex .....	-	5,500	1,400	4,100	-	-	-
Albany Surf Lifesaving Club .....	-	1,100	-	1,600	-	-	-
Alkimos Swimming Pool .....	500	500	500	4,000	5,000	-	-
All Abilities Play Space Clarkson .....	-	1,250	1,450	1,150	-	-	-
All Abilities Playground Forrestfield .....	-	1,000	-	1,000	-	-	-
Arts Lotteries Account .....	11,409	23,162	26,644	17,791	18,091	18,980	19,545
Arts Projects and Programs .....	19,915	15,857	15,857	12,557	12,557	12,557	12,557
Aveley Football Club Lighting Upgrade .....	-	300	300	-	-	-	-
Balcatta Football Club Amenities Upgrade .....	-	1,000	-	1,000	-	-	-
Baldivis Indoor Recreation Centre .....	1,000	8,500	6,500	2,500	-	-	-
Bayswater Urban Forest .....	-	-	-	1,000	-	-	-
Beach Emergency Numbering System .....	92	218	35	494	-	-	-
Better Beginnings Program Community Grants....	-	225	225	225	225	225	225
Broome Multi-purpose Outdoor Courts .....	140	-	-	-	-	-	-
Bunbury Hands Oval Rebuild .....	-	3,000	3,000	2,000	-	-	-
Bunbury Indoor Basketball Courts .....	-	1,000	-	6,000	2,000	-	-
Bunbury Upgrades to Hay Park .....	-	100	100	-	-	-	-
Burtonia and Marseille Gardens Recreation Space .....	-	1,500	-	1,500	-	-	-
Byford Nature Splash Park .....	-	1,340	-	1,340	-	-	-
Byford Skate Park Youth Precinct - Stage 2 ....	-	800	800	-	-	-	-
Calectasia Hall Extension and Upgrade .....	-	600	-	600	-	-	-
Canning Vale Regional Open Space .....	-	1,000	-	5,000	5,000	-	-
Capital Works Funding for Culturally and Linguistically Diverse Community Association Facilities .....	1,500	1,500	1,500	-	-	-	-
Charlotte's Vineyard Sports Pavilion - Upgrade ....	-	630	-	630	-	-	-
Chung Wah Association Community Centre ....	-	1,500	-	5,000	-	-	-
Collie Mineworkers Memorial Pool Enclosure....	1,000	850	-	850	-	-	-
Collie Recreation Ground Replacement of Light Poles and New LED Lighting .....	-	400	400	-	-	-	-
Commitment to Aboriginal Wellbeing - Connecting to Country .....	450	450	450	450	-	-	-
Community Engagement and Funding .....	5,813	-	94	-	-	-	-
Community Languages Program .....	1,113	1,113	1,113	1,113	1,113	1,113	1,113
Community Sporting and Recreation Facilities Fund .....	9,045	16,471	14,629	12,742	11,471	11,471	11,471
Companion Animal Shelters .....	200	200	200	200	200	200	200
Contemporary Music Fund .....	685	2,015	2,015	750	750	750	750
COVID-19 Crisis							
Indian .....	2,000	-	-	-	-	-	-
Indonesian .....	-	2,000	2,000	-	-	-	-
COVID-19 Response - Business Assistance Grants .....	-	-	11,600	-	-	-	-
COVID-19 Stimulus Package .....	79	-	-	-	-	-	-
Craigie Leisure Centre Gymnasium Upgrades ...	-	1,000	1,000	1,900	-	-	-
Creative Learning Program .....	-	1,772	1,772	1,769	1,766	1,763	1,763
Dalyellup Multi-purpose Centre Youth Facility and Library .....	500	1,000	500	7,000	-	-	-
Documenting and Teaching Traditional Aboriginal Language .....	-	-	-	125	-	-	-
Donnybrook and Districts Sporting and Recreation Precinct .....	250	2,500	-	5,750	-	-	-
East Fremantle Oval Precinct .....	-	2,000	2,500	18,000	5,000	-	-
Eaton Bowling Club Upgrade .....	-	1,000	1,000	-	-	-	-
Ellenbrook Community Hub .....	1,500	2,000	250	1,750	-	-	-
Ellenbrook Recreation Centre .....	-	5,000	5,000	-	-	-	-
Ellenbrook Youth Support Centre .....	-	1,360	1,000	860	-	-	-
Female Changeroom Fund .....	-	500	500	500	500	500	500
Fitzroy Crossing Town Oval .....	-	1,500	-	4,000	-	-	-
Fremantle City Football Club Upgrade of Women's Facilities .....	-	600	-	600	-	-	-
Fremantle Pedestrian Crossing .....	-	45	45	-	-	-	-
Geraldton Basketball Stadium Upgrade .....	-	2,000	3,500	-	-	-	-
Getting the Show Back on the Road .....	2,650	6,122	18,422	-	-	-	-
Good Faith Television Series .....	-	4,000	-	-	-	-	-
Goodchild Park Upgrade Club Rooms .....	-	350	350	-	-	-	-
Grants Carryover - Lotteries, RfR .....	(1,562)	-	1,184	2,484	-	-	2,629
Guide Dogs WA Breeding Program .....	-	5,000	5,000	-	-	-	-
Hamer Park/Inglewood Oval Redevelopment ....	-	1,300	1,200	100	-	-	-
HBF Arena New Amenity Block .....	-	520	520	-	-	-	-

	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
Heathridge Park Community and Sporting							
Facilities Upgrade.....	-	1,500	-	2,500	-	-	-
Holocaust Museum .....	2,000	3,500	1,000	3,000	-	-	-
Industry Support .....	1,893	-	-	-	-	-	-
John Connell Sporting Reserve Upgrade.....	-	625	125	500	-	-	-
Kalgoorlie Basketball Redevelopment .....	-	1,000	1,000	3,000	1,000	-	-
Kalgoorlie Motorsports Precinct.....	-	950	950	1,000	-	-	-
Kidsport .....	3,424	7,824	7,824	4,624	4,624	4,624	4,624
Kiernan Park Recreation Precinct.....	1,500	5,500	3,500	15,000	-	-	-
Kimberley Aboriginal Law and Cultural Centre Julurru .....	-	125	125	125	-	-	-
Kingsway Regional Sporting Complex.....	150	2,517	1,000	1,517	-	-	-
Kununurra Leisure Centre Redevelopment.....	-	1,500	-	5,500	500	-	-
Kununurra Water Playground .....	1,500	1,700	1,500	200	-	-	-
Leschenault Leisure Centre Expansion .....	-	500	250	2,750	-	-	-
Lighting Project Club Night Program.....	-	2,500	-	2,500	2,500	2,500	2,500
Local Projects Local Jobs Program .....	955	250	-	250	-	-	-
Lotterywest Back to Sport COVID-19 Relief Program .....	563	4,112	4,112	-	-	-	-
Lotterywest Creative Communities COVID-19 Recovery Program .....	1,007	3,697	3,697	-	-	-	-
Madeley Youth Centre .....	250	2,500	-	2,750	-	-	-
Maida Vale Reserve Pavilions.....	-	1,100	125	2,275	-	-	-
Mowanjum Community New Change Rooms...	-	300	300	-	-	-	-
Multicultural Community Grants Program .....	560	1,060	1,060	1,060	1,060	1,060	1,060
Other Cultural Programs .....	444	422	422	444	444	444	444
Other Initiatives .....	446	401	401	401	401	401	401
Partnership Acceptance Learning Sharing.....	695	695	695	695	695	695	695
Perth Football Grandstand .....	2,000	2,000	2,000	-	-	-	-
Perth Theatre Trust - Perth Concert Hall Operational Grants (a) .....	-	-	821	821	821	821	821
Port Hedland Sporting and Community Hub ....	-	5,000	1,500	8,500	-	-	-
Public Library Materials (Local Governments)....	647	16,047	16,047	8,347	8,347	8,347	8,347
Public Library Strategy (Regional Subsidies)...	140	140	140	140	140	140	140
Ray Owen Reserve.....	200	2,200	2,200	2,600	-	-	-
Regional Arts and Cultural Investment Program...	6,343	4,900	4,900	4,680	4,680	4,680	4,680
Regional Athlete Support Program .....	884	1,100	1,234	1,292	-	-	-
Regional Collections Development Program....	70	430	430	-	-	-	-
Regional Exhibition Touring Boost.....	2,035	1,750	2,050	1,450	2,000	2,000	2,000
Regional Museums Grants .....	250	-	503	250	-	-	-
Rickman Delawney Capital Works Package Contribution.....	-	500	450	50	-	-	-
Rockingham Aqua Jetty Stage 2 .....	500	2,500	-	9,000	500	-	-
Scott Reserve Inclusive New Room Facilities.....	-	2,000	125	1,875	-	-	-
Screen Production Incentive Fund.....	-	4,679	9,679	6,675	4,672	4,669	4,669
Small Election Commitments.....	13,156	-	2,773	-	-	-	-
Sorrento Football Club Upgrade of Change Rooms, Improved Disability Access and New Lights .....	-	700	100	600	-	-	-
Sorrento Surf Life Saving Club.....	-	2,000	-	8,000	-	-	-
Southern River Youth Plaza .....	-	1,000	-	2,000	-	-	-
Sports Lotteries Account .....	16,871	20,962	24,444	17,791	18,091	18,980	19,545
State Sporting Infrastructure Fund.....	3,315	3,800	2,652	3,148	2,000	2,000	2,000
Stephen Michael Foundation.....	200	200	200	-	-	-	-
Stop Puppy Farming - Transition Package .....	-	1,000	1,000	-	-	-	-
VisAbility Inc .....	185	185	185	185	185	185	185
WA Film Fund .....	4,000	4,000	6,400	4,000	1,600	4,000	4,000
Wanneroo Amateur Football Club Upgrades and Expansion .....	-	500	-	500	-	-	-
Wanneroo Recreation Centre Upgrade .....	-	1,500	-	5,000	-	-	-
Warman Community Upgrades to Basketball Courts .....	-	1,000	-	2,350	-	-	-
Warradale Community Centre Expansion.....	550	50	50	-	-	-	-
Western Australian Cricket Association Ground Redevelopment .....	3,000	10,000	10,000	17,000	-	-	-
Western Australian Football Commission .....	11,800	12,100	12,100	12,400	12,400	12,400	12,400
Western Australian Football Commission and Football West Relocation.....	206	-	-	-	-	-	-
Western Australian Institute of Sport .....	2,416	2,416	2,416	2,416	2,416	2,416	2,416
Western Australian Music Industry Association ....	350	-	-	-	-	-	-
Woodvale Skate Park Development.....	-	800	-	800	-	-	-
Yamatji Nation Heritage .....	-	-	200	-	-	-	-
<b>TOTAL .....</b>	<b>142,784</b>	<b>286,887</b>	<b>268,240</b>	<b>303,391</b>	<b>133,749</b>	<b>118,921</b>	<b>122,680</b>

(a) The operations of the Perth Theatre Trust are planned to transition to the Arts and Culture Trust from 1 July 2022.

**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 .....	180,602	80,220	67,563	17,786	3,770	3,741	3,323
Restricted cash .....	63,928	31,101	39,755	39,183	34,733	32,804	32,754
Holding Account receivables .....	1,385	1,385	1,385	1,385	1,385	1,385	1,630
Receivables .....	7,153	5,698	7,153	7,153	7,153	7,153	7,111
Other.....	6,666	2,132	6,666	6,666	6,666	6,666	6,666
Total current assets .....	259,734	120,536	122,522	72,173	53,707	51,749	51,484
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	179,350	200,962	201,324	223,184	245,458	268,137	290,571
Property, plant and equipment.....	1,371,192	1,673,766	1,417,593	1,489,973	1,562,025	1,621,804	1,599,663
Intangibles .....	11,138	-	10,797	10,880	11,045	10,954	10,863
Restricted cash .....	1,829	2,159	2,204	2,585	2,971	3,357	3,754
Other.....	17,235	12,524	17,235	17,235	17,235	17,235	17,235
Total non-current assets .....	1,580,744	1,889,411	1,649,153	1,743,857	1,838,734	1,921,487	1,922,086
<b>TOTAL ASSETS .....</b>	<b>1,840,478</b>	<b>2,009,947</b>	<b>1,771,675</b>	<b>1,816,030</b>	<b>1,892,441</b>	<b>1,973,236</b>	<b>1,973,570</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	20,581	18,133	20,581	20,581	20,581	20,581	20,581
Payables .....	6,964	-	6,489	6,489	6,489	6,489	6,489
Borrowings and leases .....	313	282	351	354	364	338	348
Other.....	7,525	6,339	7,525	7,525	7,525	7,525	7,525
Total current liabilities .....	35,383	24,754	34,946	34,949	34,959	34,933	34,943
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	4,813	5,985	5,188	5,569	5,955	6,341	6,341
Borrowings and leases .....	487	459	658	619	534	452	374
Other.....	-	17	-	-	-	-	-
Total non-current liabilities .....	5,300	6,461	5,846	6,188	6,489	6,793	6,715
<b>TOTAL LIABILITIES.....</b>	<b>40,683</b>	<b>31,215</b>	<b>40,792</b>	<b>41,137</b>	<b>41,448</b>	<b>41,726</b>	<b>41,658</b>
<b>EQUITY</b>							
Contributed equity .....	967,136	990,183	992,749	1,057,244	1,158,040	1,216,577	1,217,114
Accumulated surplus/(deficit).....	329,051	493,324	222,814	188,996	164,247	164,168	164,033
Reserves.....	503,608	495,225	515,320	528,653	528,706	550,765	550,765
<b>Total equity .....</b>	<b>1,799,795</b>	<b>1,978,732</b>	<b>1,730,883</b>	<b>1,774,893</b>	<b>1,850,993</b>	<b>1,931,510</b>	<b>1,931,912</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>1,840,478</b>	<b>2,009,947</b>	<b>1,771,675</b>	<b>1,816,030</b>	<b>1,892,441</b>	<b>1,973,236</b>	<b>1,973,570</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.....	397,976	294,271	273,773	379,174	248,803	243,964	244,147
Capital appropriation .....	32,208	23,499	23,713	64,103	100,796	58,537	537
Holding Account drawdowns .....	1,385	1,385	1,385	1,385	1,385	1,385	1,385
Royalties for Regions Fund:							
Regional Community Services Fund .....	15,309	19,043	21,273	14,768	9,526	11,916	11,916
Regional Infrastructure and Headworks Fund .....	1,400	16	140	140	140	140	140
Other.....	16,549	7,005	10,330	8,316	6,806	6,240	6,248
<b>Net cash provided by Government .....</b>	<b>464,827</b>	<b>345,219</b>	<b>330,614</b>	<b>467,886</b>	<b>367,456</b>	<b>322,182</b>	<b>264,373</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(97,685)	(109,980)	(112,416)	(111,316)	(110,886)	(111,613)	(112,361)
Grants and subsidies.....	(145,874)	(286,887)	(269,520)	(303,391)	(133,749)	(118,921)	(122,680)
Supplies and services .....	(31,522)	(35,757)	(41,972)	(37,005)	(33,965)	(36,390)	(37,000)
Accommodation .....	(19,760)	(28,280)	(28,840)	(31,244)	(28,884)	(29,259)	(28,252)
GST payments .....	(21,874)	(28,564)	(28,564)	(30,303)	(22,989)	(19,874)	(19,874)
Finance and interest costs.....	(1)	(34)	(34)	(38)	(33)	(33)	(33)
Other payments.....	(20,539)	(13,312)	(13,310)	(9,926)	(9,598)	(12,330)	(9,399)
<b>Receipts <sup>(b)</sup></b>							
Regulatory fees and fines.....	3,799	6,854	6,928	9,377	9,601	11,683	11,879
Grants and subsidies.....	1,750	11,763	14,684	18,445	19,330	3,290	3,338
Sale of goods and services.....	16,537	20,721	23,079	23,831	25,198	25,844	26,191
GST receipts .....	21,213	28,564	28,564	30,303	22,989	19,874	19,874
Other receipts .....	10,769	9,411	9,969	5,828	5,882	5,805	5,805
<b>Net cash from operating activities .....</b>	<b>(283,187)</b>	<b>(425,501)</b>	<b>(411,432)</b>	<b>(435,439)</b>	<b>(257,104)</b>	<b>(261,924)</b>	<b>(262,512)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(35,974)	(49,215)	(55,731)	(82,100)	(128,083)	(61,482)	(1,603)
<b>Net cash from investing activities.....</b>	<b>(35,974)</b>	<b>(49,215)</b>	<b>(55,731)</b>	<b>(82,100)</b>	<b>(128,083)</b>	<b>(61,482)</b>	<b>(1,603)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(616)	(313)	(288)	(315)	(349)	(348)	(329)
<b>Net cash from financing activities.....</b>	<b>(616)</b>	<b>(313)</b>	<b>(288)</b>	<b>(315)</b>	<b>(349)</b>	<b>(348)</b>	<b>(329)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>145,050</b>	<b>(129,810)</b>	<b>(136,837)</b>	<b>(49,968)</b>	<b>(18,080)</b>	<b>(1,572)</b>	<b>(71)</b>
Cash assets at the beginning of the reporting period .....	106,871	248,857	251,921	115,084	65,116	47,036	45,464
<b>Cash assets at the end of the reporting period .....</b>	<b>251,921</b>	<b>119,047</b>	<b>115,084</b>	<b>65,116</b>	<b>47,036</b>	<b>45,464</b>	<b>45,393</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 (a)(b)**

	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>Regulatory Fees and Fines</b>							
Liquor Fees Revenue .....	3,695	6,824	6,825	9,240	9,416	11,405	11,601
Off-Road Vehicle Fees Revenue .....	104	29	103	137	185	278	278
<b>Grants and Subsidies</b>							
Direct Grants and Subsidies Receipts .....	1,294	647	12,263	13,415	3,290	3,290	3,338
Provision of Services to the Commonwealth .....	456	9,641	2,421	5,030	16,040	-	-
<b>Sale of Goods and Services</b>							
Other .....	9,208	5,407	12,784	14,468	15,721	16,106	16,453
Provision of Services to the Racing and Gaming Industries .....	3,353	4,528	5,407	4,442	4,484	4,647	4,647
Revenue Received for the Provision of Accommodation and Recreation Programs ....	3,976	4,888	4,888	4,921	4,993	5,091	5,091
<b>GST Receipts</b>							
GST Input Credits .....	17,665	25,646	25,646	27,487	21,230	18,043	18,043
GST Receipts on Sales .....	3,548	2,918	2,918	2,816	1,759	1,831	1,831
<b>Other Receipts</b>							
Other Receipts .....	9,961	810	8,324	4,121	4,177	4,100	4,100
Rental Income .....	808	1,090	1,645	1,707	1,705	1,705	1,705
<b>TOTAL .....</b>	<b>54,068</b>	<b>62,428</b>	<b>83,224</b>	<b>87,784</b>	<b>83,000</b>	<b>66,496</b>	<b>67,087</b>

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

(b) The Art Gallery of Western Australia, Perth Theatre Trust, Library Board of Western Australia and the Western Australia Museum are Statutory Authorities and as a result are excluded from the Net Appropriation Determination.

**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>Taxation</b>							
Casino Tax .....	54,673	51,500	51,500	53,000	54,000	54,000	54,000
<b>Other</b>							
Appropriation (a) .....	63,680	83,695	87,098	42,221	42,893	44,863	46,127
Combat Sports Commission Appropriation ...	860	860	945	953	962	971	971
Revenue - Other .....	6,909	-	12	-	-	-	-
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>126,122</b>	<b>136,055</b>	<b>139,555</b>	<b>96,174</b>	<b>97,855</b>	<b>99,834</b>	<b>101,098</b>
<b>EXPENSES</b>							
<b>Grants to Charitable and Other Public Bodies</b>							
Grants to Individuals Problem Gambling ....	500	500	500	500	500	500	500
Land Tax Assistance for Landlords .....	1,925	-	-	-	-	-	-
<b>Subsidies and Concessions</b>							
Subsidies to Gambling and Betting Agencies and Bookmakers .....	51,657	39,581	45,853	41,721	42,393	44,363	45,627
<b>Other</b>							
Combat Sports Commission Expenditure ...	860	860	945	953	962	971	971
Other .....	25	-	-	-	-	-	-
Receipts Paid into the Consolidated Account ...	74,026	74,000	74,000	53,000	54,000	54,000	54,000
Rugby WA Loan .....	-	1,015	1,015	-	-	-	-
Small Business Severe Tropical Cyclone Seroja Grants Scheme .....	740	120	132	-	-	-	-
Small Business Lockdown Assistance Grants Program .....	10,052	47,378	44,509	-	-	-	-
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>139,785</b>	<b>163,454</b>	<b>166,954</b>	<b>96,174</b>	<b>97,855</b>	<b>99,834</b>	<b>101,098</b>

(a) Includes Appropriation for Administration of Small Business Cyclone Seroja Grants Scheme and Small Business COVID-19 Assistance Grants Programs.

## Agency Special Purpose Account Details

### ARTS LOTTERIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The purpose of the Account is to hold moneys received, pursuant to section 22(2)(d) and 22(5) of the *Lotteries Commission Act 1990*, to be applied in such proportions and among such bodies engaged in the conduct of cultural activities in the State.

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000
Opening Balance .....	3,064	10,662	10,662	4,000
Receipts: Appropriations.....	19,007	16,962	20,444	17,791
	22,071	27,624	31,106	21,791
Payments .....	15,849	23,624	27,106	17,791
<b>CLOSING BALANCE .....</b>	<b>6,222</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>

### COMMUNITY SPORTING AND RECREATION FACILITIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The Fund holds moneys appropriated for the purpose of making grants for the development of public sporting and recreation facilities and for the management and administration of those grants.

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000
Opening Balance .....	1,328	8,923	8,923	7,294
Receipts: Appropriations.....	18,000	13,000	13,000	12,000
	19,328	21,923	21,923	19,294
Payments .....	10,405	15,000	14,629	12,742
<b>CLOSING BALANCE .....</b>	<b>8,923</b>	<b>6,923</b>	<b>7,294</b>	<b>6,552</b>

### SPORTS LOTTERIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The purpose of the account is to hold moneys received, pursuant to section 22(2)(c) and 22(4) of the *Lotteries Commission Act 1990*, to be applied in such proportions and among such bodies engaged in the conduct of sport in the State.

	2020-21 Actual \$'000	2021-22 Budget \$'000	2021-22 Estimated Actual \$'000	2022-23 Budget Year \$'000
Opening Balance .....	5,077	7,237	7,237	4,399
Receipts: Appropriations.....	19,007	16,962	20,444	17,791
Other .....	24	-	-	-
	24,108	24,199	27,681	22,190
Payments .....	16,871	19,800	23,282	17,791
<b>CLOSING BALANCE .....</b>	<b>7,237</b>	<b>4,399</b>	<b>4,399</b>	<b>4,399</b>

# Division 37 Western Australian Sports Centre Trust

## Part 8 Community Services

### 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 81 Net amount appropriated to deliver services .....	112,453	102,204	119,651	89,538	77,242	76,823	77,472
Total appropriations provided to deliver services.....	112,453	102,204	119,651	89,538	77,242	76,823	77,472
<b>CAPITAL</b>							
Item 143 Capital Appropriation <sup>(a)</sup> .....	25,753	28,906	29,843	34,281	26,196	23,823	23,936
<b>TOTAL APPROPRIATIONS</b> .....	138,206	131,110	149,494	123,819	103,438	100,646	101,408
<b>EXPENSES</b>							
Total Cost of Services .....	218,052	225,302	218,447	258,251	247,660	247,269	248,082
Net Cost of Services <sup>(b)</sup> .....	120,944	102,944	120,391	92,685	80,318	79,898	80,496
<b>CASH ASSETS</b> <sup>(c)</sup> .....	73,511	45,505	60,014	57,913	55,885	53,227	50,582

(a) Additional Capital Appropriation is provided to fund lease repayments and is not reflected in the Asset Investment Program.

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

(c) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on VenuesWest'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>					
Commercial Sporting Franchises Support Program .....	1,400	-	-	-	-
Reduction in Expenditures Due to COVID-19 Impact on Activities .....	(8,070)	-	-	-	-
<b>Ongoing Initiatives</b>					
Additional Safety and Risk Resourcing .....	-	401	405	409	413
Optus Stadium Modifications and Lifecycle Costs .....	1,207	1,362	1,015	898	1,464
Optus Stadium Revised Financial Forecast .....	-	820	-	-	-
<b>Other</b>					
2022-23 Tariffs, Fees and Charges .....	-	89	114	139	354



## Significant Issues Impacting the Agency

### COVID-19 Impact

1. The COVID-19 pandemic continues to present challenges globally. While the frequency and extent of requirements applicable to businesses and individuals in Western Australia in 2022-23 are expected to ease compared to 2021-22, the recovery of the sport and entertainment industries will take time to return to pre-pandemic levels as confidence gradually improves and events are secured and delivered.
2. It is expected that market conditions will change and be more conducive to rebuilding event calendars for the portfolio of venues in 2022-23, with major international tours and sporting events likely to recommence. The operating environment is forecast to see growth in the number of events scheduled and delivered, however, the profitability of these events may be negatively impacted due to the increased volume of events and subsequent competition for consumer spend. The sporting event business is directly influenced by national and international competition that will start to recover with borders now open and capacity restrictions predominantly removed. Consumer confidence has been affected by COVID-19 disrupting plans for live events, and patron attendance hesitancy. This is expected to improve as events are delivered and restrictions removed, but it may take some time for ticket purchasing patterns and lead times to return to pre-pandemic levels.
3. The low unemployment rate in Western Australia combined with the volatility of the live event industry has significantly impacted the supply chain and the labour workforce. It will remain a challenge to scale the casual workforce throughout the financial year and this will be impacted further by the higher volume of events, and competition for casual workers. It will take time for the industry to rebuild and acquire skills lost to alternative employers. Services affected by skills shortages include sound, lighting and video technicians, transport, logistics, rigging, and critical venue support services including security and catering.

### HBF Stadium Upgrade

4. The Government's significant investment in economic infrastructure projects to aid the State's recovery has delivered additional funds for VenuesWest's capital works program. Venue upgrades and works over the next financial year will deliver multiple projects including further investment into HBF Park to meet FIFA requirements as a host venue for the 2023 FIFA Women's World Cup, and a new dry diving training centre at HBF Stadium. HBF Stadium is required to update its Fire and Emergency Services fire hydrant system which will have a significant one-off cost.

### Optus Stadium Rooftop Attraction

5. Construction of the rooftop attraction at Optus Stadium has delivered on the State's vision of a safe and accessible rooftop experience for all ages and abilities. This unique attraction will provide exhilarating experiences and enhance the vibrancy of the precinct as well as increase non-event revenues.

### Infrastructure Upgrades

6. Public safety and security remain key aspects of delivering great venue experiences in an ever-changing environment. Working with the Western Australia Police Force and other essential service providers, VenuesWest has commenced a program of infrastructure upgrades across its higher profile venues to mitigate security risks. The organisational capacity and capability to prepare, react and recover from any public safety incident continues to be important. Regular monitoring of national threat levels and strong relationships with relevant security agencies will remain essential.

### Strategic Asset Program

7. The findings from a full asset condition assessment audit of the portfolio are being utilised to prioritise VenuesWest's capital investment planning. This work, in conjunction with the Strategic Asset Program (SAP) and master planning, will guide VenuesWest's decisions across its large portfolio of State assets at various stages in their lifecycle. The first iteration of the SAP has been submitted to Government and will be updated annually to inform the intended infrastructure investment plan. The condition of assets is critical to enable compliance with world-class training and competition standards, planning for asset maintenance and renewal as well as the generation of commercial revenues.

## Customer Technology Demands

8. The integration of physical and digital customer experiences continues with technology demands by customers extending to on-demand technology consumption, fan engagement and interactions using augmented reality, social media, and interactive digital installations as well as delivery of services that ease pain points and enhance the live event experience. The capacity for venues to generate new revenue streams as a result of improved technologies must be balanced with the need to manage cyber security threats.

## 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 VenuesWest'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
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Sustainable, accessible and profitable State assets delivering sport, recreation and entertainment opportunities for Western Australians.	<ol style="list-style-type: none"> <li>1. Deliver Training and Competition Facilities for High Performance Sport</li> <li>2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences</li> </ol>

### 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. Deliver Training and Competition Facilities for High Performance Sport .....	136,876	155,032	147,811	174,547	169,565	169,046	169,602
2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences .....	81,176	70,270	70,636	83,704	78,095	78,223	78,480
<b>Total Cost of Services .....</b>	<b>218,052</b>	<b>225,302</b>	<b>218,447</b>	<b>258,251</b>	<b>247,660</b>	<b>247,269</b>	<b>248,082</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: Sustainable, accessible and profitable state assets delivering sport, recreation and entertainment opportunities for Western Australians:</b>					
Percentage of targeted sports where venues meet international competition standards .....	89%	89%	89%	89%	
High performance sport user satisfaction.....	92%	90%	90%	90%	
Level of patronage .....	4.2 million	4.5 million	4.4 million	6.1 million	1
Customer satisfaction.....	92%	90%	92%	92%	

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

**Explanation of Significant Movements**

(Notes)

1. The level of patronage at venues is expected to increase in 2022-23 following an anticipated transition out of COVID-19 restrictions and expanded event hosting opportunities. Pent up supply of event content is also expected to drive increased attendance.

**Services and Key Efficiency Indicators****1. Deliver Training and Competition Facilities for High Performance Sport**

Manage and maintain facilities of an international level for elite sport programs.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
Total Cost of Service.....	\$'000 136,876	\$'000 155,032	\$'000 147,811	\$'000 174,547	1
Less Income .....	63,180	88,362	72,011	110,478	1
Net Cost of Service .....	73,696	66,670	75,800	64,069	
<b>Employees (Full-Time Equivalents) .....</b>	<b>270</b>	<b>293</b>	<b>293</b>	<b>328</b>	<b>2</b>
<b>Efficiency Indicators</b>					
The subsidy VenuesWest provides to high performance sport and training competition <sup>(a)</sup> .....	61%	60%	54%	67%	1

(a) The calculation of the subsidy VenuesWest provides to high performance sport and training competition has been updated to exclude depreciation costs from the Total Cost of Service to align with the basis on which appropriation funding is provided.

**Explanation of Significant Movements**

(Notes)

1. Numbers reflect the financial consequences of operating in a COVID-19 impacted environment with a recovery in activity anticipated from 2022-23.
2. FTE growth in the 2022-23 Budget Target reflects the return to established levels for full-time staff and increased casual hours required to deal with significantly higher activity levels in 2022-23 following more than two years of COVID-19 reduced event activity.

## 2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences

Manage and maintain facilities to provide for community, sporting and entertainment services, programs and events.

	2020-21 Actual	2021-22 Budget	2021-22 Estimated Actual	2022-23 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	81,176	70,270	70,636	83,704	1
Less Income .....	33,928	33,996	26,045	55,088	1
Net Cost of Service .....	47,248	36,274	44,591	28,616	
<b>Employees (Full-Time Equivalents) .....</b>	<b>255</b>	<b>269</b>	<b>269</b>	<b>307</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Commercial expense ratio <sup>(a)</sup> .....	68%	82%	68%	90%	1

(a) The commercial revenue achieved as a percentage of total operating expenses for the year (across all services and venues).

### Explanation of Significant Movements

(Notes)

- Numbers reflect the financial consequences of operating in a COVID-19 impacted environment with full recovery to pre-COVID-19 activity anticipated from 2022-23.
- FTE growth in the 2022-23 Budget Target reflects the return to established levels for full-time staff and increased casual hours required to deal with significantly higher activity levels in 2022-23 following more than two years of COVID-19 reduced event activity.

## Asset Investment Program

1. The Asset Investment Program for 2022-23 provides for the following significant expenditures:
  - 1.1. \$15 million to continue capital works at HBF Park Stadium in anticipation of hosting the 2023 FIFA Women's World Cup;
  - 1.2. \$4.5 million to upgrade or replace technology infrastructure including ticketing management systems at Optus Stadium;
  - 1.3. \$2.6 million to replace the athletics track and other minor works at the WA Athletics Stadium; and
  - 1.4. \$590,000 to address deficiencies identified by a Building Condition Audit of the VenuesWest's asset base.

	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>							
HBF Park - Stadium Modifications to Host 2023 FIFA Women's World Cup.....	19,480	4,480	4,480	15,000	-	-	-
Optus Stadium - Computers and Office Equipment.....	32,285	9,465	5,224	4,510	3,266	7,522	7,522
Security Infrastructure Upgrades.....	12,265	8,654	4,298	-	3,611	-	-
WA Athletics Stadium.....	5,195	2,213	1,321	2,600	382	-	-
<b>COMPLETED WORKS</b>							
<b>Election Commitments</b>							
HBF Arena Netball Toilets.....	520	520	520	-	-	-	-
<b>COVID-19 Response</b>							
Additional Upgrades and Maintenance.....	2,868	2,868	2,176	-	-	-	-
HBF Park.....	1,591	1,591	1,441	-	-	-	-
HBF Stadium.....	3,203	3,203	3,003	-	-	-	-
Lighting Upgrades (HBF Stadium and HBF Arena).....	1,500	1,500	1,500	-	-	-	-
Optus Stadium - Additional Turf.....	1,000	1,000	500	-	-	-	-
Shade at Outdoor Pools.....	349	349	324	-	-	-	-
<b>Other Completed Works</b>							
Capital Upgrades and Maintenance							
2020-21 Program.....	11,496	11,496	4,938	-	-	-	-
2021-22 Program.....	10,110	10,110	10,110	-	-	-	-
RAC Arena - Commercial Product Innovation.....	1,500	1,500	1,500	-	-	-	-
Optus Stadium Building Cost Finalisation.....	23,500	23,500	23,500	-	-	-	-
<b>NEW WORKS</b>							
Capital Upgrades and Maintenance							
2022-23 Program.....	10,110	-	-	10,110	-	-	-
2023-24 Program.....	13,165	-	-	-	13,165	-	-
2024-25 Program.....	10,110	-	-	-	-	10,110	-
2025-26 Program.....	10,110	-	-	-	-	-	10,110
Buildings Condition Audit.....	5,288	-	-	590	1,044	739	2,915
<b>Total Cost of Asset Investment Program.....</b>	<b>175,645</b>	<b>82,449</b>	<b>64,835</b>	<b>32,810</b>	<b>21,468</b>	<b>18,371</b>	<b>20,547</b>
<b>FUNDED BY</b>							
Capital Appropriation.....			21,984	25,867	16,289	12,932	12,932
Drawdowns from the Holding Account.....			6,200	5,290	5,744	5,439	7,615
Funding Included in Department of Treasury - Major State Infrastructure <sup>(a)</sup> .....			22,469	-	-	-	-
Internal Funds and Balances <sup>(b)</sup> .....			14,182	2,453	235	800	-
Other <sup>(c)</sup> .....			-	(800)	(800)	(800)	-
<b>Total Funding.....</b>			<b>64,835</b>	<b>32,810</b>	<b>21,468</b>	<b>18,371</b>	<b>20,547</b>

(a) Attributable to the settlement of the Optus Stadium contract dispute.

(b) Carryover of prior year capital funding.

(c) Offsetting income for project initiatives.

## Financial Statements

### Income Statement

#### *Expenses*

1. The COVID-19 environment has had consequential impacts on operating activities across the venues. Total Cost of Services for the 2021-22 Estimated Actual is expected to closely align with the 2020-21 Actual. With major international tours and sporting events likely to recommence in 2022-23, operating activities are expected to return to pre-COVID-19 levels. Consequently, expenses reflect a resumption to more complete event calendars and schedules at venues.
2. The 2022-23 Budget Year contains assumptions that anticipate minimal COVID-19 impacts and restrictions at venues. There are risks of higher input costs during a post-COVID-19 recovery phase, particularly in relation to labour hire and the ability to secure skill sets.

#### *Income*

3. COVID-19 has had significant implications for the higher profile venues. The ability to host international concert events has been severely limited due to Commonwealth and State border restrictions. Consequently, revenues at both Optus Stadium and RAC Arena were significantly reduced in 2020-21 and 2021-22. User charges and fees have also fallen due to public health restrictions impacting other activities. Net Cost of Services for 2021-22 has remained consistent with a similarly impacted 2020-21 period. Income is expected to return to pre-COVID-19 levels in 2022-23 with less reliance on service appropriations from Government to support the agency's activities.

### Statement of Cashflows

4. Net cash provided by Government is higher in the 2021-22 Estimated Actual compared to the 2020-21 Actual due to funding provided to finalise settlement of the Optus Stadium build contract.
5. Higher receipts in the 2022-23 Budget Year (relative to previous years) reflect an assumed return to pre-COVID-19 levels of activity.
6. Variable components of cash payments in 2021-22 are moderated by the restriction to activity resulting from the COVID-19 operating environment.
7. Cash outflows in excess of inflows in the 2022-23 Budget Year are offset by cash balances held.

**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> .....	44,897	49,321	49,265	59,741	56,674	56,988	57,207
Grants and subsidies <sup>(c)</sup> .....	8	-	-	-	-	-	-
Supplies and services .....	49,307	60,069	51,208	74,694	75,736	75,736	75,736
Accommodation .....	12,979	9,948	10,395	9,899	11,859	11,859	11,859
Depreciation and amortisation .....	74,471	71,921	71,925	71,924	72,018	72,018	72,018
Finance and interest costs .....	18,054	18,767	18,767	18,342	17,936	17,326	17,326
Other expenses .....	18,336	15,276	16,887	23,651	13,437	13,342	13,936
<b>TOTAL COST OF SERVICES .....</b>	<b>218,052</b>	<b>225,302</b>	<b>218,447</b>	<b>258,251</b>	<b>247,660</b>	<b>247,269</b>	<b>248,082</b>
<b>Income</b>							
Sale of goods and services .....	74,606	99,433	79,621	137,808	124,501	124,530	124,745
Grants and subsidies .....	1,867	-	-	-	-	-	-
Other revenue .....	20,635	22,925	18,435	27,758	42,841	42,841	42,841
<b>Total Income .....</b>	<b>97,108</b>	<b>122,358</b>	<b>98,056</b>	<b>165,566</b>	<b>167,342</b>	<b>167,371</b>	<b>167,586</b>
<b>NET COST OF SERVICES .....</b>	<b>120,944</b>	<b>102,944</b>	<b>120,391</b>	<b>92,685</b>	<b>80,318</b>	<b>79,898</b>	<b>80,496</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	112,453	102,204	119,651	89,538	77,242	76,823	77,472
Other revenues .....	213	3,348	1,374	2,648	430	430	430
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>112,666</b>	<b>105,552</b>	<b>121,025</b>	<b>92,186</b>	<b>77,672</b>	<b>77,253</b>	<b>77,902</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(8,278)</b>	<b>2,608</b>	<b>634</b>	<b>(499)</b>	<b>(2,646)</b>	<b>(2,645)</b>	<b>(2,594)</b>

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

(b) The full-time equivalents for 2020-21 Actual, 2021-22 Estimated Actual and 2022-23 Budget Year are 525, 562 and 635 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
Contracted Costs Paid in Relation to Sponsorship Arrangements .....	8	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</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 .....	72,375	44,611	58,878	56,777	54,749	52,091	49,446
Restricted cash .....	1,136	894	1,136	1,136	1,136	1,136	1,136
Holding Account receivables .....	4,700	6,200	6,200	6,790	7,834	8,573	11,488
Receivables .....	11,440	10,592	11,440	11,440	11,440	11,440	11,440
Other.....	14,732	3,316	14,732	14,732	14,732	14,732	14,732
Total current assets .....	104,383	65,613	92,386	90,875	89,891	87,972	88,242
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	346,100	410,270	410,270	476,260	541,410	606,562	667,362
Property, plant and equipment.....	1,763,568	1,742,114	1,749,436	1,701,371	1,650,915	1,597,822	1,547,011
Intangibles .....	2,260	1,566	2,260	2,260	2,260	2,260	2,260
Total non-current assets .....	2,111,928	2,153,950	2,161,966	2,179,891	2,194,585	2,206,644	2,216,633
<b>TOTAL ASSETS .....</b>	<b>2,216,311</b>	<b>2,219,563</b>	<b>2,254,352</b>	<b>2,270,766</b>	<b>2,284,476</b>	<b>2,294,616</b>	<b>2,304,875</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	6,658	4,773	6,658	6,658	6,658	6,658	6,658
Payables .....	10,760	1,679	10,760	10,760	10,760	10,760	10,760
Borrowings and leases .....	7,932	9,861	8,512	10,005	11,088	11,789	11,793
Other.....	41,662	30,462	41,662	41,662	41,662	41,662	41,662
Total current liabilities .....	67,012	46,775	67,592	69,085	70,168	70,869	70,873
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	1,270	1,685	1,270	1,270	1,270	1,270	1,270
Borrowings and leases .....	346,378	338,463	337,990	328,069	316,990	305,251	294,164
Total non-current liabilities .....	347,648	340,148	339,260	329,339	318,260	306,521	295,434
<b>TOTAL LIABILITIES.....</b>	<b>414,660</b>	<b>386,923</b>	<b>406,852</b>	<b>398,424</b>	<b>388,428</b>	<b>377,390</b>	<b>366,307</b>
<b>EQUITY</b>							
Contributed equity .....	1,623,103	1,674,646	1,675,503	1,709,880	1,736,232	1,760,055	1,783,991
Accumulated surplus/(deficit).....	88,982	96,501	89,616	89,117	86,471	83,826	81,232
Reserves.....	89,566	61,493	82,381	73,345	73,345	73,345	73,345
Total equity .....	1,801,651	1,832,640	1,847,500	1,872,342	1,896,048	1,917,226	1,938,568
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>2,216,311</b>	<b>2,219,563</b>	<b>2,254,352</b>	<b>2,270,766</b>	<b>2,284,476</b>	<b>2,294,616</b>	<b>2,304,875</b>

(a) Full audited financial statements are published in VenuesWest'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.....	40,583	30,334	47,781	17,668	5,304	5,493	6,142
Capital appropriation .....	25,753	28,906	29,843	34,281	26,196	23,823	23,936
Holding Account drawdowns .....	4,700	6,200	6,200	5,290	5,744	5,439	7,615
Other.....	213	25,817	23,843	2,648	430	430	430
<b>Net cash provided by Government .....</b>	<b>71,249</b>	<b>91,257</b>	<b>107,667</b>	<b>59,887</b>	<b>37,674</b>	<b>35,185</b>	<b>38,123</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(43,480)	(49,321)	(49,265)	(59,741)	(56,674)	(56,988)	(57,207)
Grants and subsidies.....	(8)	-	-	-	-	-	-
Supplies and services .....	(44,975)	(58,766)	(49,907)	(73,385)	(74,428)	(75,116)	(75,116)
Accommodation .....	(12,979)	(9,977)	(10,424)	(9,928)	(11,991)	(11,991)	(11,991)
GST payments .....	(19,109)	(1,460)	(1,460)	(1,460)	(1,460)	(1,460)	(1,460)
Finance and interest costs.....	(18,815)	(18,766)	(18,766)	(18,342)	(17,930)	(17,305)	(17,305)
Other payments.....	(19,281)	(16,551)	(18,156)	(24,920)	(14,634)	(14,541)	(15,135)
<b>Receipts</b>							
Grants and subsidies.....	1,867	-	-	-	-	-	-
Sale of goods and services.....	87,616	117,955	94,702	158,538	140,216	140,245	140,460
GST receipts .....	19,326	1,460	1,460	1,460	1,460	1,460	1,460
Other receipts .....	20,560	4,403	3,354	7,027	27,126	27,126	27,139
<b>Net cash from operating activities .....</b>	<b>(29,278)</b>	<b>(31,023)</b>	<b>(48,462)</b>	<b>(20,751)</b>	<b>(8,315)</b>	<b>(8,570)</b>	<b>(9,155)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(20,718)	(65,706)	(64,835)	(32,810)	(21,468)	(18,371)	(20,547)
Proceeds from sale of non-current assets.....	3	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(20,715)</b>	<b>(65,706)</b>	<b>(64,835)</b>	<b>(32,810)</b>	<b>(21,468)</b>	<b>(18,371)</b>	<b>(20,547)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases .....	(7,603)	(6,922)	(7,867)	(8,427)	(9,919)	(10,902)	(11,066)
<b>Net cash from financing activities.....</b>	<b>(7,603)</b>	<b>(6,922)</b>	<b>(7,867)</b>	<b>(8,427)</b>	<b>(9,919)</b>	<b>(10,902)</b>	<b>(11,066)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>13,653</b>	<b>(12,394)</b>	<b>(13,497)</b>	<b>(2,101)</b>	<b>(2,028)</b>	<b>(2,658)</b>	<b>(2,645)</b>
Cash assets at the beginning of the reporting period .....	59,858	57,899	73,511	60,014	57,913	55,885	53,227
<b>Cash assets at the end of the reporting period .....</b>	<b>73,511</b>	<b>45,505</b>	<b>60,014</b>	<b>57,913</b>	<b>55,885</b>	<b>53,227</b>	<b>50,582</b>

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

# Western Australian Institute of Sport

## Part 8 Community Services

### Asset Investment Program

1. The program covers the Institute's upgrade and replacement of capital-intensive sporting equipment, sport science technology and hardware and office equipment, assisting the Institute to provide opportunities for talented Western Australian athletes to achieve excellence in elite sport with support from their home environment.

	Estimated Total Cost \$'000	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.....	143	143	143	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement							
2022-23 Program .....	143	-	-	143	-	-	-
2023-24 Program .....	143	-	-	-	143	-	-
2024-25 Program .....	143	-	-	-	-	143	-
2025-26 Program .....	143	-	-	-	-	-	143
<b>Total Cost of Asset Investment Program.....</b>	<b>715</b>	<b>143</b>	<b>143</b>	<b>143</b>	<b>143</b>	<b>143</b>	<b>143</b>
<b>FUNDED BY</b>							
Other Grants and Subsidies .....			143	143	143	143	143
<b>Total Funding .....</b>			<b>143</b>	<b>143</b>	<b>143</b>	<b>143</b>	<b>143</b>

# Lotteries Commission

## Part 8 Community Services

### Asset Investment Program

1. Over the forward estimates period, Lotterywest will invest:
  - 1.1. \$1.7 million developing business operating systems, \$2.8 million in maintaining and enhancing gaming products and services, and \$15 million on renewal of the central gaming system;
  - 1.2. \$1.1 million finalising the replacement of the existing grants management system for Lotterywest and Healthway, including ongoing enhancements;
  - 1.3. \$2.4 million maintaining and replacing ICT infrastructure, core systems and environments;
  - 1.4. \$1.5 million to renew and maintain plant and equipment, including voice communications; and
  - 1.5. \$1.5 million to implement a workplace strategy refresh at Lotterywest's head office in Subiaco.

	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>							
Business System Program .....	2,871	1,152	1,126	744	775	100	100
Gaming System Program .....	4,478	1,728	800	800	600	600	750
Grant System Enhancement .....	1,468	550	550	256	331	331	-
Grant System Renewal .....	1,675	1,525	1,525	150	-	-	-
ICT Infrastructure Programs .....	7,924	5,574	2,019	700	400	700	550
Plant and Equipment Program .....	1,917	417	289	200	475	525	300
<b>NEW WORKS</b>							
Gaming System Renewal .....	15,000	-	-	-	5,000	10,000	-
Property Program .....	1,500	-	-	1,500	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>36,833</b>	<b>10,946</b>	<b>6,309</b>	<b>4,350</b>	<b>7,581</b>	<b>12,256</b>	<b>1,700</b>
<b>FUNDED BY</b>							
Internal Funds and Balances .....			6,309	4,350	7,581	12,256	1,700
<b>Total Funding .....</b>			<b>6,309</b>	<b>4,350</b>	<b>7,581</b>	<b>12,256</b>	<b>1,700</b>

# Metropolitan Cemeteries Board

## Part 8 Community Services

### Asset Investment Program

1. The Board's Asset Investment Program (AIP) totals \$40 million over the forward estimates period and provides quality public cemetery services to meet increasing community expectations. The AIP supports the Board's strategic goal to ensure the State's metropolitan cemetery system remains financially sustainable over the long term.
2. In 2022-23, the AIP totals \$11 million and is focused on upgrading critical cremator equipment, commencing new building works for mausoleum assets in Fremantle and continued investment in improving key business information systems and cemetery grounds development for burial and memorial services, including infrastructure upgrades of amenities on all sites.
3. Across the forward estimates period, the AIP provides for the replacement of buildings and infrastructure via new community hubs, ongoing programs to update ICT, fleet, plant and equipment and other cemetery capital works. These works support the delivery of the Board's services for improved access to the State's metropolitan cemeteries for the benefit of the community, industry and Government.

	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>							
Cremators - 2021-22 Program.....	3,350	2,335	2,335	1,015	-	-	-
<b>COMPLETED WORKS</b>							
Building and Infrastructure - 2021-22 Program .....	3,479	3,479	3,479	-	-	-	-
Burials, Entombments and Memorials - 2021-22 Program ...	1,110	1,110	1,110	-	-	-	-
Fleet, Plant and Equipment - 2021-22 Program.....	1,390	1,390	1,390	-	-	-	-
<b>NEW WORKS</b>							
Building and Infrastructure							
2022-23 Program .....	6,476	-	-	6,476	-	-	-
2023-24 Program .....	8,393	-	-	-	8,393	-	-
2024-25 Program .....	7,941	-	-	-	-	7,941	-
2025-26 Program .....	6,078	-	-	-	-	-	6,078
Burials, Entombments and Memorials							
2022-23 Program .....	595	-	-	595	-	-	-
2023-24 Program .....	1,130	-	-	-	1,130	-	-
2024-25 Program .....	720	-	-	-	-	720	-
2025-26 Program .....	742	-	-	-	-	-	742
Cremators - 2022-23 Program.....	1,428	-	-	1,428	-	-	-
Fleet, Plant and Equipment							
2022-23 Program .....	1,500	-	-	1,500	-	-	-
2023-24 Program .....	1,363	-	-	-	1,363	-	-
2024-25 Program .....	1,366	-	-	-	-	1,366	-
2025-26 Program .....	1,245	-	-	-	-	-	1,245
<b>Total Cost of Asset Investment Program.....</b>	<b>48,306</b>	<b>8,314</b>	<b>8,314</b>	<b>11,014</b>	<b>10,886</b>	<b>10,027</b>	<b>8,065</b>
<b>FUNDED BY</b>							
Internal Funds and Balances.....			8,314	11,014	10,886	10,027	8,065
<b>Total Funding .....</b>			<b>8,314</b>	<b>11,014</b>	<b>10,886</b>	<b>10,027</b>	<b>8,065</b>