

## Part 11

### Planning and Land Use

#### Introduction

The Planning and Land Use portfolio delivers an effective and efficient planning system that supports the sustainable development of well-planned communities in Western Australia. The portfolio undertakes land asset management, cultural heritage conservation and management, Crown land and native title administration, land and location information and records administration, valuations, State-wide strategic planning and regulatory reform.

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Planning, Lands and Heritage		
– Total Cost of Services .....	183,874	283,901
– Asset Investment Program .....	20,041	19,331
Western Australian Planning Commission		
– Total Cost of Services .....	76,565	56,025
– Asset Investment Program .....	82,007	102,686
Western Australian Land Information Authority		
– Total Cost of Services .....	125,261	136,169
– Asset Investment Program .....	2,943	9,515
DevelopmentWA		
– Asset Investment Program .....	436,599	468,289
Heritage Council of Western Australia		
– Total Cost of Services .....	1,557	1,540
National Trust of Australia (WA)		
– Total Cost of Services .....	6,875	7,442
– Asset Investment Program .....	2,078	876

## Ministerial Responsibilities

Minister	Agency	Services
Minister for Transport; Planning; Ports	Planning, Lands and Heritage	1. Planning Services
Minister for Housing; Lands; Homelessness; Local Government	Planning, Lands and Heritage	2. Land Administration Services
Minister for Culture and the Arts; Sport and Recreation; International Education; Heritage	Planning, Lands and Heritage	3. Historical Heritage Services 4. Aboriginal Heritage Management
Minister for Education; Aboriginal Affairs; Citizenship and Multicultural Interests		
Minister for Transport; Planning; Ports	Western Australian Planning Commission	1. Statutory Planning 2. Strategic Planning 3. Asset Management
Minister for Housing; Lands; Homelessness; Local Government	Western Australian Land Information Authority	1. Land Titling 2. Valuations 3. Land Information and Services 4. Access to Location Information
	DevelopmentWA	n.a.
Minister for Culture and the Arts; Sport and Recreation; International Education; Heritage	Heritage Council of Western Australia	1. Cultural Heritage Conservation Services
	National Trust of Australia (WA)	1. Conservation and Management of Built Heritage 2. Heritage Services to the Community

## Division 43      **Planning, Lands and Heritage**

### Part 11            Planning and Land Use

#### Appropriations, Expenses and Cash Assets

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 86 Net amount appropriated to deliver services .....	105,455	121,810	81,380	<b>138,394</b>	140,623	144,321	128,352
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975 .....	404	407	407	<b>410</b>	414	416	426
Total appropriations provided to deliver services.....	105,859	122,217	81,787	<b>138,804</b>	141,037	144,737	128,778
<b>CAPITAL</b>							
Item 152 Capital Appropriation.....	2,373	5,923	5,924	<b>4,009</b>	3,941	3,831	2,214
<b>TOTAL APPROPRIATIONS .....</b>	<b>108,232</b>	<b>128,140</b>	<b>87,711</b>	<b>142,813</b>	<b>144,978</b>	<b>148,568</b>	<b>130,992</b>
<b>EXPENSES</b>							
Total Cost of Services .....	179,599	222,508	183,874	<b>283,901</b>	260,490	258,644	239,734
Net Cost of Services <sup>(a)</sup> .....	168,554	210,317	171,267	<b>241,001</b>	214,648	212,325	193,244
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>67,170</b>	<b>33,452</b>	<b>48,097</b>	<b>35,788</b>	<b>32,562</b>	<b>31,274</b>	<b>30,166</b>

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

(b) As at 30 June each financial year.

## Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Department's Income Statement since presentation of the 2022-23 Budget to Parliament on 12 May 2022, are outlined below:

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>New Initiatives</b>					
<i>Aboriginal Cultural Heritage Act 2021</i> .....	-	14,023	20,845	21,078	21,033
Aboriginal Heritage Partnership Projects .....	-	524	-	-	-
Climate Action Fund - Climate Adaptation					
Business Case for Coastal Hazards .....	-	300	-	-	-
Integrating Climate Adaptation into Policy Planning .....	-	2,061	1,468	837	670
Climate Action Fund - Green Energy Approvals .....	77	157	159	161	162
Dampier Peninsula Project Cultural Heritage Protection .....	-	500	-	-	-
Housing Diversity Pipeline .....	-	7,495	-	-	-
Infrastructure Development Fund .....	-	30,761	25,568	25,575	-
Kimberley Recovery Housing and Community Roads Package <sup>(a)</sup> .....	-	-	-	-	-
Local Aboriginal Cultural Heritage Service .....	2,500	5,000	2,500	-	-
Tjiwarl Palyakuwa Indigenous Land Use Agreement (ILUA) .....	- <sup>(b)</sup>	- <sup>(b)</sup>	- <sup>(b)</sup>	- <sup>(b)</sup>	- <sup>(b)</sup>
Victoria Quay Place Improvement Project .....	2,500	5,000	-	-	-
<b>Ongoing Initiatives</b>					
Digital Capability Fund - Planning Online Program .....	(385)	705	(217)	(326)	331
Implementation of Planning Reform Phase Two .....	(1,000)	4,533	6,829	7,003	7,054
Indian Ocean Territories Service Delivery Agreement .....	540	442	442	442	442
<b>Other</b>					
Government Regional Officer Housing .....	(283)	(301)	29	29	29
Public Sector Wages Policy .....	5,818	5,106	5,963	7,411	9,444
Revision to Expenditure Profile .....	(32,708)	(12,356)	3,340	16,290	26,628
State Fleet Policy and Procurement Initiatives .....	24	45	45	47	43

(a) Confidential - subject to ongoing negotiations with the Commonwealth Government.

(b) The ILUA remains confidential until it is conclusively registered in accordance with its terms. It is anticipated conclusive registration will occur in late May 2023.

## Significant Issues Impacting the Agency

### *Aboriginal Cultural Heritage Act 2021*

1. The new *Aboriginal Cultural Heritage Act 2021* will take effect from 1 July 2023, introducing a modern framework for the protection and management of Aboriginal cultural heritage in Western Australia. The inaugural Aboriginal Cultural Heritage Council (the Council) has been appointed to provide strategic advice on protecting and promoting Aboriginal cultural heritage matters, including oversight of processes for permits and management plan authorisation for activities that may harm Aboriginal cultural heritage. The Council will also designate Local Aboriginal Cultural Heritage Services, new regulatory organisations that will have authority to speak for Country and help facilitate agreement-making on land use proposals.

### **Kimberley Recovery Housing and Community Roads Package**

2. The Department is supporting the Government's recovery efforts in the Fitzroy Valley following flooding from ex-Tropical Cyclone Ellie in December 2022. This includes the repair, refurbishment and/or replacement of around 30 homes on the Aboriginal Land Trust estate and Crown land in the remote communities of Balginjirr, Burawa, Darlanguyaya, Bungardi, Junjuwa, Kupungarri (Wananami), Loanbun (Parukupan) and Karnparmi. The program of works will be delivered from 2022-23 to 2025-26.

### **Carbon Farming on Crown Lands**

3. The Department continues to support opportunities offered by carbon farming on the Crown land estate to restore degraded pastoral land, improve biodiversity, empower Traditional Owners, deliver regional jobs and contribute to the State's efforts to mitigate climate change. This includes responding to applications for the State's Eligible Interest Holder Consent in relation to Human-Induced Regeneration and Savanna Burning (emissions avoidance) projects, as well as working across government to progress the development of policies needed to underpin use of additional carbon farming methods on Western Australian Crown land.

### **Housing Diversity Pipeline (Land Supply and Social Housing)**

4. The Government, through the Housing Diversity Pipeline, is seeking to partner with industry on innovative delivery models to deliver more social housing and plan for future housing developments across a number of identified sites. The Department is leading a joint project with the Department of Communities and Development WA, in consultation with the Department of the Premier and Cabinet and Treasury, to increase the supply of social housing on government-owned land across the State. These agencies work in partnership to identify, de-constrain and divest suitable surplus State-owned land for social housing development and other strategic planning and land use objectives such as within METRONET precincts.

### **Amendments to the *Land Administration 1997 Act***

5. Amendments to the *Land Administration Act 1997* were passed by Parliament in early 2023 and will deliver a new form of land tenure to enable Crown land to be used for multiple purposes and provide long-awaited reform for pastoral lessees. The Department is developing a policy framework for diversification leases that will support the legislative changes to unlock the economic potential of underutilised land, facilitate increased investment in pastoralism and other regionally-based industries and create greater economic opportunities for Aboriginal people.

### **Market-led Proposals**

6. The Department continues to support the Market-led Proposals (MLP) Policy, which was established as a pathway for the private sector to bring forward ideas and work with the Government to create jobs and stimulate the economy. Since 2019, more than 70 unsolicited proposals have been received in addition to the release of seven Problem and Opportunity Statements to support Western Australia's COVID-19 economic response. The MLP Policy was recently updated to improve transparency, introduce new timeframes, reduce duplication and enhance accountability.

### **Inner City Projects**

7. The Department is supporting the implementation and/or delivery of the following City projects:
  - 7.1. development of the Edith Cowan inner-city campus to improve vibrancy in the city centre and stimulate the retail economy;
  - 7.2. redevelopment of the Perth Concert Hall to increase arts and culture offerings and contribute to Perth's arts and tourism sectors;
  - 7.3. community engagement and preliminary design work for an Aboriginal Cultural Centre to celebrate Western Australia's rich Aboriginal culture and history;
  - 7.4. redevelopment of the Perth Cultural Centre to create an attractive and connected cultural hub; and
  - 7.5. the Western Australian Cricket Association's (WACA's) redevelopment of the WACA Ground and delivery of an integrated aquatic facility to benefit the whole community.

### **Planning Reform**

8. The Department, along with the Western Australian Planning Commission, is committed to the continued implementation of the Government's Action Plan for Planning Reform. New legislative, regulatory and policy measures are also being progressed/implemented that will further streamline and improve the State's planning system, including:
  - 8.1. finalising changes to the Development Assessment Panel (DAP) system;
  - 8.2. creating a new permanent assessment pathway for significant development proposals and embedding a centralised, coordinated referral process;
  - 8.3. reforming the Western Australian Planning Commission;
  - 8.4. delivering on the new Infrastructure Development Fund for water, sewerage and electricity costs to de-constrain land and facilitate more housing;
  - 8.5. delivering new planning policies to guide development of activity centres, liveable neighbourhoods and medium density housing in Western Australian communities; and
  - 8.6. improving co-ordination, consistency, and transparency of developer contributions, including creation of a dedicated unit in the Department.

## State Significant Indigenous Land Use Agreements

9. The Department is working closely with the Department of the Premier and Cabinet on multiple significant State ILUAs, including the South West Native Title Settlement Agreement, Yamatji Nation ILUA, Tjiwarl Palyakuwa ILUA and Kariyarra and State ILUA. The agreements aim to resolve Native Title matters and provide Aboriginal people with long-term benefits and opportunities for economic, social and cultural outcomes.

## Aboriginal Affairs Planning Authority Act 1972 Amendments

10. The Department is charged with the divestment of the Aboriginal Lands Trust estate to increase direct Aboriginal control of land to strengthen communities, foster economic activity and secure improved outcomes for Aboriginal people in Western Australia. A total of 72 properties have been approved for divestment and 23 properties have been transferred into ownership or management of Aboriginal entities, leaving 288 properties remaining in the Estate. The Department is progressing proposed legislative amendments that will remove barriers to divestment.

## 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
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	An effective planning system that supports the development of communities in Western Australia.	1. Planning Services
	An effective system for the administration of Crown land and the Aboriginal Lands Trust estate.	2. Land Administration Services
	An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations.	3. Historical Heritage Services 4. Aboriginal Heritage Management

### Service Summary

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
Expense	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Planning Services .....	96,102	119,077	92,795	167,810	144,712	151,741	138,114
2. Land Administration Services .....	58,270	71,472	57,548	65,421	68,162	59,805	54,599
3. Historical Heritage Services .....	15,037	16,162	14,523	16,141	14,871	15,687	15,685
4. Aboriginal Heritage Management .....	10,190	15,797	19,008	34,529	32,745	31,411	31,336
<b>Total Cost of Services .....</b>	<b>179,599</b>	<b>222,508</b>	<b>183,874</b>	<b>283,901</b>	<b>260,490</b>	<b>258,644</b>	<b>239,734</b>

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
<b>Outcome: An effective planning system that supports the development of communities in Western Australia:</b>					
Percentage of applications determined within statutory timeframes .....	84%	85%	89%	85%	
Percentage of finalised appeals (excluding DAPs) that are not upheld on review by the State Administrative Tribunal .....	100%	98%	100%	100%	
Percentage of Local Planning Scheme amendments processed by the Department under delegated authority and submitted to the Minister within the statutory timeframe (Basic 42 days, Standard 60 days, Complex 90 days) .....	78%	85%	85%	85%	
Percentage of DAP applications determined within the statutory timeframe.....	74%	76%	81%	85%	1
<b>Outcome: An effective system for the administration of Crown land and the Aboriginal Lands Trust estate:</b>					
Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate).....	99%	99%	99%	99%	
Number of leases or divestments of Aboriginal Lands Trust estate land to direct Aboriginal control .....	18	12	10	10	2
<b>Outcome: An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations:</b>					
Percentage of visitors to Fremantle Prison satisfied with services provided by the Department.....	96%	97%	97%	97%	
Percentage of statutory approvals delivered to the Aboriginal Cultural Material Committee within set timeframes.....	93%	100%	100%	100%	
Percentage of development/planning referrals processed within set timeframes .....	97%	90%	90%	95%	3
Percentage of nominations progressed to preliminary review within set timeframes .....	100%	90%	100%	100%	4

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

**Explanation of Significant Movements****(Notes)**

1. The increase between the 2022-23 Budget and the 2022-23 Estimated Actual is mainly due to less impacts on DAP meetings from COVID-19 response measures or deferrals, resulting in a higher number of DAP applications being determined within their statutory timeframes. The 2023-24 Budget Target set at 85% reflects previous performance, but may be impacted by implementation of a new DAP system that will change the nature and volume of applications considered by DAPs.
2. The variance between the 2022-23 Budget and the 2022-23 Estimated Actual is due to the engagement-led nature of the divestment program making it difficult to estimate how many divestments may eventuate in any year.
3. The increase between the 2022-23 Estimated Actual and the 2023-24 Budget Target reflects continued effort to improve the management of applications within set timeframes.
4. The increase between the 2022-23 Budget and the 2022-23 Estimated Actual reflects a commitment to complete all preliminary reviews of nominations to the Heritage Council of Western Australia for consideration for inclusion in the State Register within the set timeframes.

## Services and Key Efficiency Indicators

### 1. Planning Services

By shaping the pattern of development and influencing the location, scale, density, design and mix of land uses, integrated land use systems contribute to the Government Goal 'Investing in WA's Future' by:

- ensuring flexibility to meet the demands of a changing economy and market environments;
- maximising the use of existing infrastructure rather than incurring the cost of green fields infrastructure with its resulting impact on home affordability;
- ensuring that sufficient land is available for purchase for both residential, commercial and industrial/employment purposes;
- controlling lot sizes and therefore the cost of infrastructure required to service each lot;
- minimising land supply delays and the attendant cost by making accurate, timely decisions on redevelopment and subdivision proposals; and
- providing resources to the Western Australian Planning Commission to enable:
  - other acquisition and management of properties reserved under Perth's Metropolitan Region Scheme for important urban roads, controlled access highways, parks and recreational reserves, special uses and major land redevelopment projects; and
  - other special planning projects undertaken within the Perth metropolitan area.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	96,102	119,077	92,795	167,810	1
Less Income .....	3,579	2,427	2,477	4,756	2
Net Cost of Service .....	92,523	116,650	90,318	163,054	
<b>Employees (Full-Time Equivalents) .....</b>	<b>442</b>	<b>527</b>	<b>508</b>	<b>549</b>	<b>3</b>
<b>Efficiency Indicators</b>					
Average cost of planning services .....	\$16,036.47	\$18,336.54	\$18,397.05	\$24,670.22	4

### Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service between the 2022-23 Budget and 2022-23 Estimated Actual of \$26.3 million is mainly due to deferring expenditure to align with the Department's revised expenditure profile and deferral of the METRONET Precinct Infrastructure Fund program, partially offset by increases in expenditure for implementation of the public sector wages policy and the Victoria Quay Place Improvement project. The increase in Total Cost of Service between the 2022-23 Estimated Actual and 2023-24 Budget Target of \$75 million is mainly due to the Infrastructure Development Fund, METRONET Precinct Infrastructure Fund (deferred from 2022-23), Housing Diversity Pipeline and Planning Reform Phase Two.
2. The increase in income between the 2022-23 Estimated Actual and 2023-24 Budget Target is mainly due to a projected increase in fee revenue in line with the implementation of the DAP reform program.
3. The increase in full-time equivalents between the 2022-23 Estimated Actual and the 2023-24 Budget Target is mainly due to recruitment of currently vacant positions, as well as staffing to support the implementation of Planning Reform Phase Two and Integrating Climate Adaptation into Policy Planning.
4. The average cost of planning services has increased between the 2022-23 Estimated Actual and the 2023-24 Budget Target due to an increase in investment in planning reforms as well as the projected decline in the number of applications for existing services following the cessation of COVID-19 response measures.



## 2. Land Administration Services

Land Administration Services contributes to the Government Goal of 'Investing in WA's Future' by:

- administering Crown land to ensure that land is being utilised to its full value and potential;
- unlocking the land potential for the State;
- managing the risk on managed and unmanaged Crown land;
- delivering primary land tenure for strategic infrastructure projects;
- ensuring that, in the case of land subject to Native Title rights and interests, security of land tenure is provided by dealing with Native Title appropriately depending on the use and type of tenure proposed;
- administering the Government's Land Asset Sales Program, whereby surplus or underutilised Crown land assets are identified and prepared for sale. Sale of land enables the assets to be used for higher and/or better use in a way that unlocks the full potential of the assets for the benefit of Western Australia; and
- supporting the Aboriginal Lands Trust, Aboriginal people, the Minister for Aboriginal Affairs, Government and key stakeholders in relation to the management of the Aboriginal Lands Trust estate by:
  - processing of land access approvals;
  - assisting with operational management and development of land;
  - management of strategic initiatives in accordance with the Aboriginal Lands Trust Strategic Plan; and
  - facilitation of the transfer of land to Aboriginal people.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 58,270	\$'000 71,472	\$'000 57,548	\$'000 65,421	1
Less Income .....	6,183	5,945	6,119	6,127	
Net Cost of Service .....	52,087	65,527	51,429	59,294	
<b>Employees (Full-Time Equivalents) .....</b>	<b>269</b>	<b>278</b>	<b>270</b>	<b>277</b>	
<b>Efficiency Indicators</b>					
Average cost per square kilometre to administer Crown land and Aboriginal Lands Trust estate.....	\$20.04	\$26.50	\$20.54	\$24.58	2

### Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service between the 2022-23 Budget and 2022-23 Estimated Actual of \$14 million is mainly due to deferring expenditure to align with the Department's revised expenditure profile and deferral of expenditure for the South West Native Title Settlement and Yamatji Nation ILUAs, partially offset by an increase in expenditure for the Remote Communities Transformation program (deferred from 2021-22) and implementation of the public sector wages policy. The increase in the 2023-24 Budget Target of \$7.8 million is primarily due to the alignment of the Department's revised expenditure profile and deferral of projects from 2022-23.
2. The decrease in average cost per square kilometre to administer Crown land and Aboriginal Lands Trust estate between the 2022-23 Budget and the 2022-23 Estimated Actual is due to the carryover of project expenditure as detailed in Note 1 above. The average cost is expected to increase in the 2023-24 Budget Target relative to the 2022-23 Estimated Actual in line with the increased expenditure levels as noted above.

### 3. Historical Heritage Services

The Department manages historical heritage conservation on behalf of the Minister for Heritage and the Heritage Council of Western Australia. This service includes the assessment of places and precincts, registration of heritage places, development and planning referrals, Heritage Agreements, conservation and protection orders, and heritage grants and awards. This service aims to:

- conserve and interpret the applicable world, national, State and local heritage values of places under management (including Fremantle Prison);
- promote a sustainable future for places under management through an integrated development framework, compatible uses and delivery of visitor standards consistent with being Western Australia's premier heritage sites; and
- promote heritage success stories and engagement with the State's heritage through media, publications, tourism and interpretation.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	15,037	16,162	14,523	16,141	1
Less Income .....	1,266	3,738	3,886	3,892	
Net Cost of Service .....	13,771	12,424	10,637	12,249	
<b>Employees (Full-Time Equivalents) .....</b>	<b>48</b>	<b>66</b>	<b>65</b>	<b>63</b>	
<b>Efficiency Indicators</b>					
Average cost of historical heritage services .....	\$4,465.30	\$4,232.34	\$5,231.01	\$5,229.44	2
Average cost per visitor to Fremantle Prison .....	\$85.67	\$59.35	\$38.29	\$37.51	3

#### Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service between the 2022-23 Budget and 2022-23 Estimated Actual of \$1.6 million is mainly due to deferral of expenditure for the Tropical Cyclone Seroja Cultural and Heritage Asset Clean-up and Repair Grants program to 2023-24.
2. The average cost of historical heritage services has increased between the 2022-23 Budget and the 2022-23 Estimated Actual as a result of a decreased number of historical heritage services provided.
3. The average cost per visitor to Fremantle Prison has decreased between the 2022-23 Budget and the 2022-23 Estimated Actual mainly due to an increase in the number of visitors as interstate and international travel levels increase following the cessation of the COVID-19 related travel restrictions.

#### 4. Aboriginal Heritage Management

Contributing to the Government Goal of 'Investing in WA's Future', Aboriginal Heritage Management includes:

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 10,190	\$'000 15,797	\$'000 19,008	\$'000 34,529	1
Less Income .....	17	81	125	28,125	2
Net Cost of Service .....	10,173	15,716	18,883	6,404	
<b>Employees (Full-Time Equivalents) .....</b>	<b>58</b>	<b>87</b>	<b>85</b>	<b>90</b>	
<b>Efficiency Indicators</b>					
Average cost of Aboriginal Heritage Management services .....	\$3,261.02	\$6,651.06	\$6,959.83	\$7,512.54	

#### Explanation of Significant Movements

(Notes)

1. The \$3.2 million increase in Total Cost of Service between the 2022-23 Budget and 2022-23 Estimated Actual is largely due to expenditure associated with readiness and capacity building grants to the Local Aboriginal Cultural Heritage Services. The \$15.5 million increase to the 2023-24 Budget Target is mainly due to implementation of the *Aboriginal Cultural Heritage Act 2021*, the South West Native Title Settlement, Tjiwarl Palyakuwa ILUA and Yamatji Nation ILUA.
2. The increase in income between the 2022-23 Estimated Actual and 2023-24 Budget Target of \$28 million is due to the recognition of projected revenue through the implementation of the *Aboriginal Cultural Heritage Act 2021*.

## Asset Investment Program

1. The Department's Asset Investment Program (AIP) for 2023-24 is \$19.3 million and is comprised primarily of accommodation, asset replacement, ICT projects and heritage conservation works.
2. Across the forward estimates period the AIP will fund a range of process improvements and works including the following:
  - 2.1. The ICT asset replacement program will continue to ensure that back office corporate systems are supported. As part of aligning with the Government's ICT strategy the Department is moving away from owning ICT infrastructure and towards adopting cloud-based services, shifting the requirement for capital funding towards operating expenditure.
  - 2.2. The Planning Online program will facilitate changes to the Department's business processes and systems to support the planning reform initiatives and includes an easy-to-navigate online planning portal that facilitates online lodgement of a broader range of planning applications and provides a more contemporary approach to public engagement.
  - 2.3. Restoration works at Fremantle Prison have commenced to address a backlog of priority works to minimise the risk of further dilapidation and ensure the Prison continues to function as a renowned State-owned World Heritage-listed asset.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Accommodation Refurbishment and Sustainability Initiatives .....	7,140	5,544	808	399	399	399	399
Fremantle Prison - Conservation .....	8,922	2,467	2,467	3,083	1,743	1,629	-
ICT Projects							
Asset Replacement - ICT .....	21,749	18,949	1,296	700	700	700	700
ICT Infrastructure .....	29,645	26,710	1,034	739	734	731	731
Planning Online Program .....	16,977	8,420	8,420	7,764	793	-	-
<b>COMPLETED WORKS</b>							
<b>COVID-19 Response</b>							
Roebourne Gaol Conservation .....	880	880	195	-	-	-	-
<b>Other Completed Works</b>							
Acquisition of Belmont Squash Centre .....	1,905	1,905	830	-	-	-	-
Fremantle Prison Critical Works .....	250	250	250	-	-	-	-
Fremantle Prison Priority Conservation .....	4,547	4,547	911	-	-	-	-
ICT Projects - <i>Aboriginal Cultural Heritage Act 2021</i> Implementation .....	3,830	3,830	3,830	-	-	-	-
<b>NEW WORKS</b>							
Other New Works <sup>(a)</sup> .....	21,439	-	-	6,646	12,006	2,787	-
<b>Total Cost of Asset Investment Program .....</b>	<b>117,284</b>	<b>73,502</b>	<b>20,041</b>	<b>19,331</b>	<b>16,375</b>	<b>6,246</b>	<b>1,830</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			5,597	3,626	3,576	3,459	1,830
Internal Funds and Balances .....			3,513	1,295	-	-	-
Major Special Purpose Account(s)							
Drawdown from Digital Capability Fund .....			10,931	7,764	793	-	-
Other .....			-	6,646	12,006	2,787	-
<b>Total Funding .....</b>			<b>20,041</b>	<b>19,331</b>	<b>16,375</b>	<b>6,246</b>	<b>1,830</b>

(a) Confidential - subject to ongoing negotiations with the Commonwealth Government.

## Financial Statements

### Income Statement

#### Expenses

1. The \$100 million increase in Total Cost of Services between the 2022-23 Estimated Actual and the 2023-24 Budget Year is mainly due to additional expenditure for various programs such as the Infrastructure Development Fund, *Aboriginal Cultural Heritage Act 2021*, Housing Diversity Pipeline and Planning Reform Phase Two, together with revisions to the Department's expenditure profile.
2. Employee benefits expense has increased by \$13.1 million between the 2022-23 Estimated Actual and the 2023-24 Budget Year mainly due to wage growth, recruiting vacant positions across all areas, increased recruitment activities to implement the *Aboriginal Cultural Heritage Act 2021*, additional staffing to support the implementation of Planning Reform Phase Two and other projects such as Kimberley Recovery Housing and Community Roads Package.

#### Income

3. The increased total income between the 2022-23 Estimated Actual and the 2023-24 Budget Year of \$30.3 million is predominately driven by regulatory fees from proponents under the new *Aboriginal Cultural Heritage Act 2021* and increase in cost recovery for planning services.

### Statement of Financial Position

4. The \$12.3 million decrease in cash assets from the 2022-23 Estimated Actual to the 2023-24 Budget Year is mainly due to the deferral of activities to 2023-24. The strong employment market, disruptions in the supply chain and reduced availability of professional and consulting services has led to deferral of many procurement activities.

### Statement of Cashflows

5. The decrease in net cash from operating activities of \$69.3 million between the 2022-23 Estimated Actual and the 2023-24 Budget Year is mainly due to increased operating payments of \$99.6 million, partially offset by an increase in operating receipts of \$30.3 million. These adjustments have been detailed in the Income Statement commentary above.

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	101,622	114,941	110,492	123,573	125,357	121,999	128,444
Grants and subsidies <sup>(c)</sup> .....	13,014	15,254	17,351	51,401	36,215	23,315	16,710
Supplies and services .....	30,192	62,273	23,971	63,058	56,009	60,259	63,556
Accommodation .....	9,201	10,465	10,411	10,421	10,536	10,535	10,535
Depreciation and amortisation .....	2,303	4,830	4,868	5,254	7,858	8,729	10,160
Finance and interest costs .....	17	32	47	59	53	52	46
Other expenses .....	23,250	14,713	16,734	30,135	24,462	33,755	10,283
<b>TOTAL COST OF SERVICES .....</b>	<b>179,599</b>	<b>222,508</b>	<b>183,874</b>	<b>283,901</b>	<b>260,490</b>	<b>258,644</b>	<b>239,734</b>
<b>Income</b>							
Sale of goods and services .....	1,829	3,591	3,591	3,591	3,591	3,591	3,591
Regulatory fees and fines .....	3,549	2,753	2,753	33,036	36,061	36,536	36,707
Grants and subsidies .....	610	393	835	841	756	756	756
Other revenue .....	5,057	5,454	5,428	5,432	5,434	5,436	5,436
<b>Total Income .....</b>	<b>11,045</b>	<b>12,191</b>	<b>12,607</b>	<b>42,900</b>	<b>45,842</b>	<b>46,319</b>	<b>46,490</b>
<b>NET COST OF SERVICES .....</b>	<b>168,554</b>	<b>210,317</b>	<b>171,267</b>	<b>241,001</b>	<b>214,648</b>	<b>212,325</b>	<b>193,244</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	105,859	122,217	81,787	138,804	141,037	144,737	128,778
Resources received free of charge .....	10,572	11,245	11,245	11,245	11,245	11,245	11,245
Special Purpose Account(s) <sup>(d)</sup>							
Digital Capability Fund .....	-	1,339	-	-	-	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	5,826	5,842	5,926	5,826	2,076	2,076	2,076
Regional Infrastructure and Headworks Fund .....	-	-	300	-	-	-	-
Other revenues .....	51,903	60,298	54,831	70,259	66,368	53,823	48,260
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>174,160</b>	<b>200,941</b>	<b>154,089</b>	<b>226,134</b>	<b>220,726</b>	<b>211,881</b>	<b>190,359</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>5,606</b>	<b>(9,376)</b>	<b>(17,178)</b>	<b>(14,867)</b>	<b>6,078</b>	<b>(444)</b>	<b>(2,885)</b>

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

(b) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 817, 928 and 979 respectively.

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

(d) Forecast recurrent drawdowns of funding from some Treasurer's Special Purpose Accounts (TSPAs) included in the 2022-23 Budget were subsequently reclassified to capital contributions for agencies subject to the *Financial Management Act 2006* (i.e. no overall change to forecast agency cash receipts, see Statement of Cashflows). This reflects the approved purpose of the original appropriation of funding to the TSPAs was capital in nature.

## DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Aboriginal Cultural Heritage Act 2021 Grants .....</i>	-	250	250	-	-	-	-
Aboriginal Heritage Grants .....	244	250	250	250	250	250	250
Aboriginal Lands Trust Estate .....	3,538	3,567	3,567	2,064	2,064	2,064	2,064
Anketell Port and Strategic Industrial Area -							
Compensation for Lands Acquisition.....	-	1,818	1,818	1,818	-	-	-
Bushfire Risk Management Planning.....	3,650	3,750	3,750	3,700	-	-	-
Coastal Erosion Hotspots (CoastWA).....	2,901	2,377	2,466	2,271	2,005	1,605	-
Coastal Zone Management.....	143	711	711	708	706	706	706
Cossack Townsite.....	-	120	120	120	120	120	120
Cultural and Heritage Assets Program -							
Severe Tropical Cyclone Seroja .....	-	961	349	1,600	-	-	-
Fire Risk Management Contribution .....	500	450	450	450	450	450	450
Infrastructure Development Fund .....	-	-	-	20,000	15,000	5,000	-
Local Aboriginal Cultural Heritage Service.....	-	-	2,500	17,000	14,500	12,000	12,000
Local Government and Tourism .....	205	-	-	-	-	-	-
Local Government Heritage Consultancy							
Grants .....	-	-	120	120	120	120	120
Management of Araluen Botanic Park .....	1,050	1,000	1,000	1,000	1,000	1,000	1,000
Other .....	81	-	-	-	-	-	-
Planning and Transport Research Centre.....	232	-	-	-	-	-	-
Precinct Infrastructure Fund - High Wycombe							
Station and Redcliffe Station .....	-	-	-	300	-	-	-
Restoration of Heritage Assets.....	470	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>13,014</b>	<b>15,254</b>	<b>17,351</b>	<b>51,401</b>	<b>36,215</b>	<b>23,315</b>	<b>16,710</b>

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	62,478	28,034	42,905	30,596	27,370	26,082	24,974
Restricted cash .....	2,640	2,991	2,740	2,740	2,740	2,740	2,740
Receivables .....	6,884	8,545	6,872	6,872	6,872	6,872	6,872
Other .....	4,241	3,956	4,241	4,241	4,241	4,241	4,241
<b>Total current assets .....</b>	<b>76,243</b>	<b>43,526</b>	<b>56,758</b>	<b>44,449</b>	<b>41,223</b>	<b>39,935</b>	<b>38,827</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	46,391	51,701	51,739	57,473	65,811	75,020	85,660
Property, plant and equipment .....	289,779	346,983	294,771	302,632	313,674	315,374	312,596
Intangibles .....	5,004	13,347	15,587	22,011	19,817	15,962	10,678
Restricted cash .....	2,052	2,427	2,452	2,452	2,452	2,452	2,452
<b>Total non-current assets .....</b>	<b>343,226</b>	<b>414,458</b>	<b>364,549</b>	<b>384,568</b>	<b>401,754</b>	<b>408,808</b>	<b>411,386</b>
<b>TOTAL ASSETS .....</b>	<b>419,469</b>	<b>457,984</b>	<b>421,307</b>	<b>429,017</b>	<b>442,977</b>	<b>448,743</b>	<b>450,213</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	23,358	23,461	24,440	25,523	26,606	27,689	28,772
Payables .....	856	70	856	856	856	856	856
Borrowings and leases .....	253	303	206	214	205	214	216
Other .....	8,386	4,353	8,386	8,397	8,408	8,419	8,430
<b>Total current liabilities .....</b>	<b>32,853</b>	<b>28,187</b>	<b>33,888</b>	<b>34,990</b>	<b>36,075</b>	<b>37,178</b>	<b>38,274</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	4,797	3,453	4,797	4,797	4,797	4,797	4,797
Borrowings and leases .....	729	586	812	656	631	578	460
<b>Total non-current liabilities .....</b>	<b>5,526</b>	<b>4,039</b>	<b>5,609</b>	<b>5,453</b>	<b>5,428</b>	<b>5,375</b>	<b>5,257</b>
<b>TOTAL LIABILITIES .....</b>	<b>38,379</b>	<b>32,226</b>	<b>39,497</b>	<b>40,443</b>	<b>41,503</b>	<b>42,553</b>	<b>43,531</b>
<b>EQUITY</b>							
Contributed equity .....	237,673	254,242	255,559	277,190	284,012	289,172	292,549
Accumulated surplus/(deficit) .....	(5,804)	(29,602)	(22,982)	(37,849)	(31,771)	(32,215)	(35,100)
Reserves .....	149,221	201,118	149,233	149,233	149,233	149,233	149,233
<b>Total equity .....</b>	<b>381,090</b>	<b>425,758</b>	<b>381,810</b>	<b>388,574</b>	<b>401,474</b>	<b>406,190</b>	<b>406,682</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>419,469</b>	<b>457,984</b>	<b>421,307</b>	<b>429,017</b>	<b>442,977</b>	<b>448,743</b>	<b>450,213</b>

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



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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	101,022	116,907	76,439	133,070	132,699	135,528	118,138
Capital appropriation .....	2,373	5,923	5,924	4,009	3,941	3,831	2,214
Special Purpose Account(s)							
Climate Action Fund .....	-	-	77	2,518	1,627	998	832
Digital Capability Fund .....	-	11,315	11,885	9,604	1,254	331	331
Royalties for Regions Fund							
Regional Community Services Fund.....	5,826	5,842	5,926	5,826	2,076	2,076	2,076
Regional Infrastructure and Headworks							
Fund.....	-	-	300	-	-	-	-
Social Housing Investment Fund.....	-	-	-	5,500	-	-	-
Other.....	52,885	60,298	54,831	70,259	66,368	53,823	48,260
<b>Net cash provided by Government .....</b>	<b>162,106</b>	<b>200,285</b>	<b>155,382</b>	<b>230,786</b>	<b>207,965</b>	<b>196,587</b>	<b>171,851</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(97,992)	(113,913)	(109,464)	(122,544)	(124,329)	(120,971)	(127,416)
Grants and subsidies.....	(12,934)	(15,254)	(17,351)	(51,401)	(36,215)	(23,315)	(16,710)
Supplies and services .....	(25,232)	(52,615)	(14,313)	(52,394)	(45,344)	(49,594)	(52,891)
Accommodation .....	(8,522)	(9,868)	(9,814)	(9,824)	(9,939)	(9,938)	(9,938)
GST payments .....	(5,910)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)
Finance and interest costs.....	(17)	(32)	(47)	(59)	(53)	(52)	(46)
Other payments.....	(15,344)	(13,658)	(15,679)	(30,087)	(24,414)	(33,707)	(10,235)
<b>Receipts <sup>(b)</sup></b>							
Regulatory fees and fines.....	4,512	2,753	2,753	33,036	36,061	36,536	36,707
Grants and subsidies.....	610	393	835	841	756	756	756
Sale of goods and services.....	1,829	4,444	4,444	4,444	4,444	4,444	4,444
GST receipts .....	5,834	6,233	6,233	6,233	6,233	6,233	6,233
Other receipts .....	5,328	4,609	4,583	4,587	4,589	4,591	4,591
<b>Net cash from operating activities .....</b>	<b>(147,838)</b>	<b>(193,148)</b>	<b>(154,060)</b>	<b>(223,408)</b>	<b>(194,451)</b>	<b>(191,257)</b>	<b>(170,745)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(4,746)	(17,687)	(20,041)	(19,331)	(16,375)	(6,246)	(1,830)
<b>Net cash from investing activities.....</b>	<b>(4,746)</b>	<b>(17,687)</b>	<b>(20,041)</b>	<b>(19,331)</b>	<b>(16,375)</b>	<b>(6,246)</b>	<b>(1,830)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(331)	(326)	(354)	(356)	(365)	(372)	(384)
<b>Net cash from financing activities.....</b>	<b>(331)</b>	<b>(326)</b>	<b>(354)</b>	<b>(356)</b>	<b>(365)</b>	<b>(372)</b>	<b>(384)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>9,191</b>	<b>(10,876)</b>	<b>(19,073)</b>	<b>(12,309)</b>	<b>(3,226)</b>	<b>(1,288)</b>	<b>(1,108)</b>
Cash assets at the beginning of the reporting period .....	57,979	44,328	67,170	48,097	35,788	32,562	31,274
<b>Cash assets at the end of the reporting period .....</b>	<b>67,170</b>	<b>33,452</b>	<b>48,097</b>	<b>35,788</b>	<b>32,562</b>	<b>31,274</b>	<b>30,166</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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Regulatory Fees and Fines</b>							
Aboriginal Cultural Heritage Fees .....	-	-	-	28,000	28,884	29,384	29,478
Development Assessment Panel Fees .....	1,778	1,611	1,611	3,888	6,029	6,004	6,081
Regulatory Fees and Fines.....	2,733	1,142	1,142	1,148	1,148	1,148	1,148
<b>Grants and Subsidies</b>							
Grants and Subsidies .....	1,485	7,034	2,109	14,853	15,614	4,337	756
<b>Sale of Goods and Services</b>							
Sale of Goods and Services .....	1,829	4,744	4,744	4,744	4,744	4,744	4,744
<b>Service Delivery Agreement</b>							
Receipts from Service Delivery Agreement...	46,574	50,364	47,364	47,866	49,044	49,533	47,551
<b>GST Receipts</b>							
GST Receipts.....	5,834	6,233	6,233	6,233	6,233	6,233	6,233
<b>Other Receipts</b>							
Other Receipts .....	6,587	3,353	3,727	3,419	2,506	751	751
Pastoral Leases .....	4,178	4,249	4,249	4,249	4,249	4,249	4,249
<b>TOTAL .....</b>	<b>70,998</b>	<b>78,730</b>	<b>71,179</b>	<b>114,400</b>	<b>118,451</b>	<b>106,383</b>	<b>100,991</b>

## DETAILS OF ADMINISTERED TRANSACTIONS

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME</b>							
<b>Other</b>							
Net Assets Transferred In .....	69,223	-	-	-	-	-	-
Other Revenue .....	260,724	1,569	1,569	1,569	1,569	1,569	1,569
Rent Revenue .....	22,197	18,609	18,609	18,609	18,609	18,609	18,609
Sale of Land .....	52,005	24,000	24,000	23,000	15,000	15,000	15,000
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>404,149</b>	<b>44,178</b>	<b>44,178</b>	<b>43,178</b>	<b>35,178</b>	<b>35,178</b>	<b>35,178</b>
<b>EXPENSES</b>							
<b>Other</b>							
Employee Expenses .....	586	965	965	965	965	965	965
Net Assets Transferred Out .....	13,681	-	-	-	-	-	-
Other Expenses.....	113,848	4,356	4,356	4,356	4,356	4,356	4,356
Payments to Consolidated Account.....	77,650	40,737	40,737	39,737	31,737	31,737	31,737
Revaluation Decrement .....	194,925	-	-	-	-	-	-
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>400,690</b>	<b>46,058</b>	<b>46,058</b>	<b>45,058</b>	<b>37,058</b>	<b>37,058</b>	<b>37,058</b>

## Agency Special Purpose Account Details

### DAMPIER TO BUNBURY NATURAL GAS PIPELINE CORRIDOR SPECIAL PURPOSE ACCOUNT

Account Purpose: The Dampier to Bunbury Natural Gas Pipeline Corridor Special Purpose Account provides funds for the widening of the original corridor through the purchase of land and easement over land.

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance .....	24,334	23,014	25,759	23,561
Receipts:				
Other .....	2,976	1,556	1,556	1,556
Payments .....	27,310 1,551	24,570 3,754	27,315 3,754	25,117 3,754
<b>CLOSING BALANCE .....</b>	<b>25,759</b>	<b>20,816</b>	<b>23,561</b>	<b>21,363</b>

### ABORIGINAL CULTURAL HERITAGE ACCOUNT

Account Purpose: The Aboriginal Cultural Heritage Account provides for the administration and the enforcement of the *Aboriginal Cultural Heritage Act 2021*.

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year <sup>(a)</sup> \$'000
Opening Balance .....	-	-	-	-
Receipts:				
Other .....	-	-	-	28,000
Payments .....	-	-	-	28,000
<b>CLOSING BALANCE .....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

(a) The new *Aboriginal Cultural Heritage Act 2021* will take effect from 1 July 2023.

# Division 44 Western Australian Planning Commission

## Part 11 Planning and Land Use

### Appropriations, Expenses and Cash Assets

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 87 Net amount appropriated to deliver services .....	25,259	11,690	11,690	10,781	10,222	8,132	6,150
<b>Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959 .....</b>	85,122	88,098	91,323	97,240	98,013	98,793	100,270
Total appropriations provided to deliver services.....	110,381	99,788	103,013	108,021	108,235	106,925	106,420
<b>CAPITAL</b>							
Item 153 Capital Appropriation.....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
<b>TOTAL APPROPRIATIONS .....</b>	115,781	105,188	108,413	113,421	113,635	112,325	111,820
<b>EXPENSES</b>							
Total Cost of Services .....	99,719	67,977	76,565	56,025	55,600	54,332	52,350
Net Cost of Services <sup>(a)</sup> .....	75,865	42,837	54,425	32,841	30,970	28,880	26,898
<b>CASH ASSETS <sup>(b)</sup> .....</b>	422,075	406,504	412,044	424,650	476,264	529,158	584,629

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

(b) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Commission's Income Statement since presentation of the 2022-23 Budget to Parliament on 12 May 2022, are outlined below:

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>Other</b>					
2023-24 Streamlined Budget Process Incentive Funding .....	-	204	-	-	-
2023-24 Tariffs, Fees and Charges .....	(3,000)	(1,956)	(510)	312	312

## **Significant Issues Impacting the Agency**

### **Planning Reform**

1. The Commission, in consultation with Planning, Lands and Heritage (DPLH), is continuing implementation of the Action Plan for Planning Reform. An initial phase of reforms delivered immediate changes to Western Australia's planning system through more streamlined, efficient and transparent processes. The next phase will further reform the system, including changes to the composition and operation of the Commission, including retaining the Commission (or a committee of the Commission) as the decision-maker for a permanent assessment pathway for development proposals of State and regional significance.

### **State Design Review Panel**

2. The State Design Review Panel (SDRP), chaired by the Government Architect of Western Australia, continues to assist decision-makers and proponents with advice on major and strategic projects, including providing advice to projects being assessed through the significant development assessment pathway. Demand for design review is higher than originally anticipated for both Government projects and private significant developments, and a review has been initiated to ensure the SDRP is appropriately resourced to respond. Collaboration across disciplines, particularly by architects and planners, has been a feature of review sessions and has brought a comprehensive skillset to the complex challenges of the built environment.

### **METRONET**

3. DPLH, on behalf of the Commission, continues to support the delivery of METRONET by providing urban planning and design expertise in relation to the delivery of public transport infrastructure and the planning of station precincts. DPLH also supports the Commission in its land acquisition, design review, and development approval roles across the METRONET program of works. This work and the application of associated policies will support the growth of these precincts as attractive and liveable places that offer a mix of housing choice in close proximity to new train stations.

### **Land Acquisition**

4. The Commission will continue its strategic land acquisition program to support the delivery of major infrastructure projects, ensure the protection of Bush Forever areas and reserve land critical for future planning requirements. The Commission is responsible for strategic land acquisition on behalf of the State and is working to acquire selected sites in private ownership.

### **Future of Fremantle**

5. The Future of Fremantle Planning Committee has been established as a sub-committee of the Commission to develop a vision for the redevelopment of Fremantle's Inner Harbour, focusing on economic development opportunities, job creation, and optimal land use, and to continue developing a new vision for a Victoria Quay Waterfront Precinct. The Economic Development Strategy and Land Use Plan will be developed following extensive community and stakeholder engagement.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	An efficient and effective planning system that promotes use and development of land in Western Australia.	1. Statutory Planning 2. Strategic Planning 3. Asset Management

### Service Summary

Expense	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
1. Statutory Planning .....	20,274	19,899	16,899	17,275	18,662	18,227	18,227
2. Strategic Planning .....	9,244	13,692	25,280	12,207	10,407	9,497	7,458
3. Asset Management .....	70,201	34,386	34,386	26,543	26,531	26,608	26,665
<b>Total Cost of Services .....</b>	<b>99,719</b>	<b>67,977</b>	<b>76,565</b>	<b>56,025</b>	<b>55,600</b>	<b>54,332</b>	<b>52,350</b>

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
<b>Outcome: An efficient and effective planning system that promotes use and development of land in Western Australia:</b>					
The proportion of residential land in the metropolitan area that is capable of multiple dwellings within 400m and 800m of the capital city, a strategic metropolitan centre, or a train station:					
400 metres .....	44%	45%	44%	45%	
800 metres .....	33%	36%	33%	36%	
The proportion of residential land that is zoned R40 and above that is within 400m of a major regional centre .....					
	62%	67%	66%	67%	
The percentage of subdivision applications determined within the statutory timeframe .....					
	79%	85%	87%	85%	
The percentage of development applications determined within the statutory timeframe .....					
	64%	85%	66%	85%	1
Vacancy rate of residential properties available for rent .....	2%	2%	1%	1%	2
Vacancy rate of commercial properties available for rent .....	4%	5%	5%	4%	

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

**Explanation of Significant Movements**

(Notes)

1. The 2022-23 Budget and 2023-24 Budget Target increased to 85% as compared to the 2021-22 Actual of 64% and 2022-23 Estimated Actual of 66% to reflect the average 81% achieved in 2018-19 and 2019-20 and continued effort by the Commission to improve the management of applications within the statutory timeframes.
2. The 2022-23 Estimated Actual and 2023-24 Budget Target vacancy rate decreased to 1% compared to the 2021-22 Actual and 2022-23 Budget of 2%, mainly due to the current condition of the rental market.

## Services and Key Efficiency Indicators

### 1. Statutory Planning

Utilisation of statutory, consultative, legislative, regulatory reform and coordination processes that facilitate the implementation of creative and innovative strategic regional and local plans and policies.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 20,274	\$'000 19,899	\$'000 16,899	\$'000 17,275	1
Less Income .....	14,674	14,654	11,654	12,698	2
Net Cost of Service .....	5,600	5,245	5,245	4,577	
<b>Efficiency Indicators</b>					
Average cost per statutory application.....	\$3,919	\$3,491	\$3,757	\$3,285	3

### Explanation of Significant Movements

(Notes)

1. DPLH incurs all costs related to the statutory planning application approval process, which is in part funded by fees received by the Commission. To facilitate this funding regime, the Commission records the funds transferred to DPLH in the Total Cost of Service.
2. The decrease in income between the 2022-23 Budget and the 2022-23 Estimated Actual reflects the lower volume of statutory planning applications received by the Commission, which is attributed to the downturn in the property market and increasing interest rates.
3. Lower average cost per statutory application in the 2023-24 Budget Target compared to the 2022-23 Estimated Actual is due to an increase in the number of statutory planning applications as the property market is anticipated to recover modestly.

### 2. Strategic Planning

The development and advancement of planning strategies, policies and information systems that guide the State's long-term urban settlement, industrial and economic development, and the management of the environment, in ways that reflect the aspirations of the Western Australian community for a high quality of life.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 9,244	\$'000 13,692	\$'000 25,280	\$'000 12,207	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	9,244	13,692	25,280	12,207	
<b>Efficiency Indicators</b>					
Average cost per strategic project <sup>(a)</sup> .....	\$315,888	\$515,647	\$1,071,263	\$493,889	1

(a) The average cost per strategic project is based on the Total Cost of Services less grants.

### Explanation of Significant Movements

(Notes)

1. The increase between the 2022-23 Budget and the 2022-23 Estimated Actual is due to one-off funding for the facilitation of public infrastructure works. The 2022-23 one-off funding results in a decrease in the 2023-24 Budget Target.



### 3. Asset Management

The acquisition, management and disposal of properties reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes for primary and other regional roads, parks and recreation and regional open space areas, special uses including planning control areas, and improvement plans and major land development projects.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 70,201	\$'000 34,386	\$'000 34,386	\$'000 26,543	1
Less Income .....	9,180	10,486	10,486	10,486	
Net Cost of Service .....	61,021	23,900	23,900	16,057	
<b>Efficiency Indicators</b>					
Average cost of service for the management of Whiteman Park per hectare managed.....	\$2,701	\$2,469	\$2,717	\$2,750	
Average cost of service for the management of residential and commercial properties per property .....	\$21,083	\$20,082	\$21,120	\$21,220	
Average cost of service for the management of reserved land (excluding Whiteman Park and residential and commercial properties) per hectare managed.....	\$446	\$433	\$466	\$469	

#### Explanation of Significant Movements

(Notes)

1. The 2021-22 Actual of \$70.2 million included a revaluation decrement of \$7.9 million and impairment losses on land owned of \$29 million. The decrement and impairment losses are attributed to changes in land use of Commission-held land to more restrictive purposes, such as parks and recreation, roads, railways and public purposes. The losses relate to year-end adjustments and are not included in the 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target. The decrease in the 2023-24 Budget Target is mainly due to a one-off grant provided for transport infrastructure.

## Asset Investment Program

1. The Commission's 2023-24 Asset Investment Program (AIP) of \$102.7 million includes the acquisition of land reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes and development of facilities on reserved land. The AIP will fund land acquisitions for transport infrastructure.
2. The cost of the AIP over the forward estimates period is \$255.4 million.
3. The Commission will spend \$4.5 million in 2023-24 to complete the restoration of the heritage-listed Ascot Kilns.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
<b>COVID-19 Response</b>							
Ascot Kilns Preservation Works .....	10,201	5,701	5,434	4,500	-	-	-
<b>Other Works in Progress</b>							
Buildings/Infrastructure .....	22,873	17,173	1,183	1,800	1,300	1,300	1,300
Other Minor Equipment .....	3,822	3,218	151	151	151	151	151
<b>COMPLETED WORKS</b>							
<b>COVID-19 Response</b>							
Whiteman Park Fencing Works .....	1,024	1,024	18	-	-	-	-
<b>Other Completed Works</b>							
Acquisition of Land - 2022-23 Program .....	67,821	67,821	67,821	-	-	-	-
Regional Land Acquisitions - 2022-23 Program .....	7,400	7,400	7,400	-	-	-	-
<b>NEW WORKS</b>							
Acquisition of Land							
2023-24 Program .....	89,835	-	-	89,835	-	-	-
2024-25 Program .....	43,400	-	-	-	43,400	-	-
2025-26 Program .....	43,400	-	-	-	-	43,400	-
2026-27 Program .....	43,400	-	-	-	-	-	43,400
Regional Land Acquisitions							
2023-24 Program .....	6,400	-	-	6,400	-	-	-
2024-25 Program .....	6,400	-	-	-	6,400	-	-
2025-26 Program .....	6,400	-	-	-	-	6,400	-
2026-27 Program .....	5,400	-	-	-	-	-	5,400
<b>Total Cost of Asset Investment Program .....</b>	<b>357,776</b>	<b>102,337</b>	<b>82,007</b>	<b>102,686</b>	<b>51,251</b>	<b>51,251</b>	<b>50,251</b>
<b>FUNDED BY</b>							
Asset Sales .....			5,000	20,250	5,000	5,000	5,000
Capital Appropriation .....			5,400	5,400	5,400	5,400	5,400
Internal Funds and Balances .....			71,607	77,036	40,851	40,851	39,851
<b>Total Funding .....</b>			<b>82,007</b>	<b>102,686</b>	<b>51,251</b>	<b>51,251</b>	<b>50,251</b>

## Financial Statements

### Income Statement

#### *Expenses*

1. Total Cost of Services for the 2022-23 Estimated Actual is higher than the 2022-23 Budget by \$8.6 million due to one-off funding for the facilitation of public infrastructure works, partially offset by lower service delivery agreement payments to DPLH.
2. Total Cost of Services for the 2023-24 Budget Year is lower than the 2022-23 Estimated Actual by \$20.5 million due to one-off funding for the facilitation of public infrastructure works in 2022-23 and a decrease in grants and subsidies expenditure.

#### *Income*

3. Total income for the 2022-23 Estimated Actual is lower than the 2022-23 Budget by \$3 million due to a lower collection of statutory planning application fees. The downturn in the property market and increasing interest rates have contributed to a lower volume of statutory planning applications received by the Commission.
4. Total income from Government for the 2022-23 Estimated Actual is higher than the 2022-23 Budget by \$10.4 million due to higher Metropolitan Region Improvement Tax and interest revenue, which is attributed to the increase in the forecast interest rate from 0.8% to 2.7%.

### Statement of Financial Position

5. The increase in property, plant and equipment over the forward estimates period is mainly due to land acquisitions to support key Government priorities and transport infrastructure requirements.

### Statement of Cashflows

6. The increase in net cash from operating activities of \$21.6 million between the 2022-23 Estimated Actual and the 2023-24 Budget Year is mainly due to decreased payments of \$20.5 million and increased receipts of \$1 million. These have been detailed in the Income Statement commentary above.
7. The decrease in net cash from investing activities of \$5.4 million between the 2022-23 Estimated Actual and the 2023-24 Budget Year is mainly due to a deferral of land acquisition to 2023-24, partially offset by a one-off land sale of \$15.2 million in 2023-24.

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Grants and subsidies <sup>(b)</sup> .....	300	9,030	9,030	300	300	300	300
Supplies and services .....	361	2,063	1,751	1,875	563	563	563
Depreciation and amortisation .....	33,237	3,600	3,600	3,600	3,600	3,600	3,600
Other expenses <sup>(c)</sup> .....	65,821	53,284	62,184	50,250	51,137	49,869	47,887
<b>TOTAL COST OF SERVICES .....</b>	<b>99,719</b>	<b>67,977</b>	<b>76,565</b>	<b>56,025</b>	<b>55,600</b>	<b>54,332</b>	<b>52,350</b>
<b>Income</b>							
Regulatory fees and fines .....	14,674	14,654	11,654	12,698	14,144	14,966	14,966
Other revenue .....	9,180	10,486	10,486	10,486	10,486	10,486	10,486
<b>Total Income.....</b>	<b>23,854</b>	<b>25,140</b>	<b>22,140</b>	<b>23,184</b>	<b>24,630</b>	<b>25,452</b>	<b>25,452</b>
<b>NET COST OF SERVICES .....</b>	<b>75,865</b>	<b>42,837</b>	<b>54,425</b>	<b>32,841</b>	<b>30,970</b>	<b>28,880</b>	<b>26,898</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	110,381	99,788	103,013	108,021	108,235	106,925	106,420
Resources received free of charge .....	209	450	450	450	450	450	450
Other revenues .....	2,935	4,600	11,788	13,262	14,000	14,500	14,600
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>113,525</b>	<b>104,838</b>	<b>115,251</b>	<b>121,733</b>	<b>122,685</b>	<b>121,875</b>	<b>121,470</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD.....</b>	<b>37,660</b>	<b>62,001</b>	<b>60,826</b>	<b>88,892</b>	<b>91,715</b>	<b>92,995</b>	<b>94,572</b>

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

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

(c) On average, approximately \$48 million per annum relates to service delivery agreement-related payments to DPLH.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
Funding of Transport Infrastructure .....	-	8,730	8,730	-	-	-	-
Strategic Transport Evaluation Model.....	300	300	300	300	300	300	300
<b>TOTAL .....</b>	<b>300</b>	<b>9,030</b>	<b>9,030</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	24,146	15,322	14,508	16,771	16,771	16,771	16,771
Restricted cash .....	397,929	391,182	397,536	407,879	459,493	512,387	567,858
Receivables .....	6,931	2,429	6,901	6,871	6,841	6,811	6,781
Other.....	57,672	45,779	57,672	57,672	57,672	57,672	57,672
Assets held for sale.....	6,162	15,290	6,162	6,162	6,162	6,162	6,162
<b>Total current assets .....</b>	<b>492,840</b>	<b>470,002</b>	<b>482,779</b>	<b>495,355</b>	<b>546,939</b>	<b>599,803</b>	<b>655,244</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	7,019	7,399	7,399	7,779	8,159	8,539	8,919
Property, plant and equipment.....	569,083	688,828	644,990	726,326	771,477	816,628	860,779
Intangibles .....	35,801	36,110	35,801	35,801	35,801	35,801	35,801
<b>Total non-current assets .....</b>	<b>611,903</b>	<b>732,337</b>	<b>688,190</b>	<b>769,906</b>	<b>815,437</b>	<b>860,968</b>	<b>905,499</b>
<b>TOTAL ASSETS .....</b>	<b>1,104,743</b>	<b>1,202,339</b>	<b>1,170,969</b>	<b>1,265,261</b>	<b>1,362,376</b>	<b>1,460,771</b>	<b>1,560,743</b>
<b>CURRENT LIABILITIES</b>							
Payables .....	34	-	34	34	34	34	34
Other.....	17,179	14,967	17,179	17,179	17,179	17,179	17,179
<b>Total current liabilities .....</b>	<b>17,213</b>	<b>14,967</b>	<b>17,213</b>	<b>17,213</b>	<b>17,213</b>	<b>17,213</b>	<b>17,213</b>
<b>EQUITY</b>							
Contributed equity .....	4,953	(3,106)	10,353	15,753	21,153	26,553	31,953
Accumulated surplus/(deficit).....	1,036,722	1,194,327	1,097,548	1,186,440	1,278,155	1,371,150	1,465,722
Reserves.....	45,855	44,839	45,855	45,855	45,855	45,855	45,855
Other.....	-	(48,688)	-	-	-	-	-
<b>Total equity .....</b>	<b>1,087,530</b>	<b>1,187,372</b>	<b>1,153,756</b>	<b>1,248,048</b>	<b>1,345,163</b>	<b>1,443,558</b>	<b>1,543,530</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>1,104,743</b>	<b>1,202,339</b>	<b>1,170,969</b>	<b>1,265,261</b>	<b>1,362,376</b>	<b>1,460,771</b>	<b>1,560,743</b>

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

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	108,779	99,408	102,633	107,641	107,855	106,545	106,040
Capital appropriation .....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
Other.....	11,033	4,600	11,788	13,262	14,000	14,500	14,600
<b>Net cash provided by Government .....</b>	<b>125,212</b>	<b>109,408</b>	<b>119,821</b>	<b>126,303</b>	<b>127,255</b>	<b>126,445</b>	<b>126,040</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Grants and subsidies.....	(300)	(9,030)	(9,030)	(300)	(300)	(300)	(300)
Supplies and services .....	(152)	(1,613)	(1,301)	(1,425)	(113)	(113)	(113)
GST payments .....	(3,525)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)
Other payments.....	(57,669)	(53,254)	(62,154)	(50,220)	(51,107)	(49,839)	(47,857)
<b>Receipts</b>							
Regulatory fees and fines .....	13,827	14,654	11,654	12,698	14,144	14,966	14,966
GST receipts .....	2,153	3,330	3,330	3,330	3,330	3,330	3,330
Other receipts .....	10,018	7,986	7,986	7,986	7,986	7,986	7,986
<b>Net cash from operating activities .....</b>	<b>(35,648)</b>	<b>(41,257)</b>	<b>(52,845)</b>	<b>(31,261)</b>	<b>(29,390)</b>	<b>(27,300)</b>	<b>(25,318)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(132,163)	(97,863)	(82,007)	(102,686)	(51,251)	(51,251)	(50,251)
Proceeds from sale of non-current assets.....	4,661	5,000	5,000	20,250	5,000	5,000	5,000
<b>Net cash from investing activities.....</b>	<b>(127,502)</b>	<b>(92,863)</b>	<b>(77,007)</b>	<b>(82,436)</b>	<b>(46,251)</b>	<b>(46,251)</b>	<b>(45,251)</b>
Cash assets at the beginning of the reporting period .....	460,013	431,216	422,075	412,044	424,650	476,264	529,158
<b>Cash assets at the end of the reporting period .....</b>	<b>422,075</b>	<b>406,504</b>	<b>412,044</b>	<b>424,650</b>	<b>476,264</b>	<b>529,158</b>	<b>584,629</b>

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

## Agency Special Purpose Account Details

### METROPOLITAN REGION IMPROVEMENT ACCOUNT

Account Purpose: This account was established in December 1959 under the *Metropolitan Region Improvement Tax Act 1959* to provide funds for the Commission to manage the Metropolitan Region Scheme.

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance .....	443,433	409,075	385,020	386,903
Receipts:				
Appropriations.....	83,900	88,098	91,323	97,240
Other .....	27,009	16,440	23,190	40,320
	554,342	513,613	499,533	524,463
Payments .....	169,322	129,486	112,630	125,579
<b>CLOSING BALANCE .....</b>	<b>385,020</b>	<b>384,127</b>	<b>386,903</b>	<b>398,884</b>

Division 45 **Western Australian Land Information Authority**

Part 11 **Planning and Land Use**

**Appropriations, Expenses and Cash Assets**

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 88 Net amount appropriated to deliver services .....	40,220	36,602	42,664	<b>48,025</b>	68,138	62,799	50,072
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975 .....	338	339	339	<b>340</b>	348	357	366
Total appropriations provided to deliver services <sup>(a)</sup> .....	40,558	36,941	43,003	<b>48,365</b>	68,486	63,156	50,438
<b>CAPITAL</b>							
Item 154 Capital Appropriation .....	4,028	958	560	<b>3,388</b>	1,467	2,475	3,410
<b>TOTAL APPROPRIATIONS</b> .....	<b>44,586</b>	<b>37,899</b>	<b>43,563</b>	<b>51,753</b>	<b>69,953</b>	<b>65,631</b>	<b>53,848</b>
<b>EXPENSES</b>							
Total Cost of Services .....	106,350	117,403	125,261	<b>136,169</b>	126,401	127,818	128,637
Net Cost of Services <sup>(b)</sup> .....	20,205	28,725	30,994	<b>56,229</b>	42,035	28,389	44,864
<b>CASH ASSETS</b> <sup>(c)</sup> .....	16,668	21,102	17,135	<b>18,100</b>	21,292	21,243	23,452

- (a) The increase in total appropriations provided to deliver services in the 2024-25 and 2025-26 Outyears reflects the agreed funding arrangement with Government following the partial commercialisation of the Western Australian Land Information Authority (Landgate).  
(b) Represents Total Cost of Services (expenses) less retained revenues applied to Landgate'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 Landgate's Income Statement since presentation of the 2022-23 Budget to Parliament on 12 May 2022, are outlined below:

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>New Initiative</b>					
Spatial WA .....	-	12,393	-	-	-
<b>Other</b>					
Office Accommodation - 1 Midland Square Rental and Outgoings .....	2,880	1,581	-	-	-
Public Sector Wages Policy .....	3,182	2,747	3,646	4,627	5,686
Salaries and Allowances Tribunal .....	-	-	7	16	25
State Fleet Policy and Procurement Initiatives .....	(4)	5	4	5	3
Strategic Development Plan 2023-24 to 2026-27 .....	(1)	(833)	3,286	4,341	2,744
Workforce Requirements .....	-	3,705	3,900	4,703	5,272

## Significant Issues Impacting the Agency

1. The economic circumstances within Australia, including increasing inflation, rising interest rates, high employment, a low rental vacancy rate, net migration into Western Australia, and other related factors, will continue to impact the Western Australian property market. Document registration will continue to be managed in line with property market demand.
2. Landgate is implementing the *Transfer of Land Amendment Act 2022*, which was passed by Parliament in June 2022. The most significant of the reforms under this Act is the removal of duplicate paper titles from the conveyancing process, which now operates electronically.
  - 2.1. Duplicate titles have been optional since 1996 and over half the titles in the land title register have not had a duplicate title issued. At present 99% of all land title transactions involving a mortgage does not issue a duplicate title.
  - 2.2. Landgate has undertaken public and industry consultation on the amendments to be implemented in August 2023. A public information campaign is underway, with considerable educational material also available on Landgate's corporate website. Industry has been very supportive of the change, which benefits both industry and consumers, as property owners will no longer need their bank to purchase and store a duplicate certificate of title for the registration of land transactions.
3. The passing of the *Transfer of Land Act Amendment Act 2022* has also resulted in Landgate changing its notice practices for requisitions on land transactions. In future, these notices will be emailed rather than posted, thereby speeding up the process by avoiding postal delays. As part of the implementation, Landgate has consulted with industry regarding the security of emails and how to securely return evidence to Landgate via email. Industry is very supportive of this change and is working with Landgate to establish how this will be implemented.
4. To support greater competition in the electronic conveyancing marketplace, Landgate is participating in ongoing national work through the Australian Registrar's National Electronic Conveyancing Council to progress a model that enables interoperability between multiple Electronic Lodgement Network Operators.
  - 4.1. Amendments to the Electronic Conveyancing National Law cover issues regarding mandating interoperability and financial settlement. All jurisdictions other than Western Australia and South Australia have adopted a national legal scheme approach, where they adopt the amendments as part of their laws once it is passed in New South Wales. Western Australia and South Australia operate under a corresponding law regime, under which each State enacts their own separate legislation to mirror the New South Wales legislation.
5. Landgate continues to collaborate with other Australian States and Territories and New Zealand on a project to develop an interjurisdictionally-consistent 3D cadastral survey data model. The project has provided a common standard to support the development of the 3D Next Generation Spatial Cadastre (NGSC) for Western Australia to replace part of Landgate's legacy SmartPlan system and the Spatial Cadastral Database. The NGSC, as the accessible source of Western Australia's critical land and property data, will support priority Government land development and infrastructure projects.
6. Landgate is modernising its property valuations system, which generates more than one million rating and taxing valuations every year for all properties across the State. The current system has been in place for more than 20 years and requires replacement to ensure business continuity, align with Government's digital standards, enhance management of cyber security risks and meet the projected growth in demand for valuation services. There will also be an opportunity to leverage the new technologies to improve service delivery for Landgate's customers and streamline valuation processes for greater efficiency.
7. Landgate will continue planning the Spatial WA Program. Spatial WA is a program of work proposing the delivery of whole-of-government digital infrastructure for improved data sharing, collaboration and decision-making. It is intended that this infrastructure will comprise of an Advanced Spatial Digital Twin (SDT) and Next Generation Spatial Cadastre (NGSC).



- 7.1. It is proposed that an SDT will consist of a whole-of-government data sharing platform with advanced capabilities, providing Western Australian agencies with a secure environment to seamlessly share and connect to both spatial and non-spatial datasets in real-time and allowing for collaboration across agencies. The advanced capabilities would provide users with visualisation and modelling tools, allowing for data to be viewed and analysed in 4D (3D and time). It is intended that the SDT will replace the existing Shared Location Information Platform, which currently shares over 5,000 datasets, and is limited to agencies uploading and users downloading their data.
- 7.2. It is intended that an NGSC will provide a contemporary 4D system for managing and maintaining the State's spatial cadastral data, with cadastral data the critical enabling dataset for the SDT. Cadastral data provides an accurate representation of land parcel boundaries for all Crown and freehold land in Western Australia. Currently managed in the 2D Spatial Cadastral Database (SCDB), the NGSC would enable representation of land boundaries in a true, 3D form, with 4D capability to track boundary changes over time. It is proposed that an NGSC will replace part of Landgate's legacy SmartPlan system and the SCDB.

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

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

### Service Summary

Expense	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
1. Land Titling .....	32,456	36,649	36,922	35,010	35,685	35,244	35,558
2. Valuations .....	37,417	39,872	43,086	42,896	45,909	46,972	47,486
3. Land Information and Services .....	30,213	33,636	37,683	47,749	37,461	38,266	38,220
4. Access to Location Information .....	6,264	7,246	7,570	10,514	7,346	7,336	7,373
<b>Total Cost of Services .....</b>	<b>106,350</b>	<b>117,403</b>	<b>125,261</b>	<b>136,169</b>	<b>126,401</b>	<b>127,818</b>	<b>128,637</b>

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
<b>Outcome: The State's administrative, commercial and social systems are supported by land tenure information, certainty of ownership and other interests in land:</b>					
The land titles register is updated and maintained in a timely and accurate manner:					
Simple and correct documents are registered within two working days of lodgement .....	89.51%	80%	80%	80%	
The number of adjusted Certificates of Title arising from identified errors as a percentage of the total Certificates of Title on the land titles register .....	0.1%	≤0.25%	≤0.25%	≤0.25%	
<b>Outcome: Independent valuations support Governments' collection of rates and taxes, and management of property assets:</b>					
International standards for accuracy and uniformity of rating and taxing values are met:					
Benchmark against international standards for accuracy using median ratio test:					
Gross Rental Value.....	91.6%	>92.5%	>92.5%	>92.5%	
Unimproved Value .....	90.8%	>92.5%	>92.5%	>92.5%	
Coefficient of Dispersion to check uniformity of values:					
Gross Rental Value.....	4.25%	<7%	<7%	<7%	
Unimproved Value.....	7.45%	<15%	<15%	<15%	
Adjustments of rating and taxing values as a result of objections and appeals as a percentage of total values in force .....	0.011%	<0.2%	<0.2%	<0.2%	
<b>Outcome: Land and location information and services to support the management and development of the State:</b>					
The extent to which the currency and relevance of the land information databases meet the needs of the Western Australian community:					
Completion rate of names and addressing jobs delivered within 10 business days.....	88.74%	85%	85%	85%	
Completion rate of property boundary related jobs within the agreed benchmarks <sup>(b)</sup> .....	97.46%	97.2%	97.2%	97.2%	
Imagery systems availability supporting the State's mapping, monitoring and predicting of bushfires .....	99.92%	99%	99%	99%	
Overall satisfaction with the capture of, discovery of and access to Government location information.....	84%	80%	80%	80%	

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

(b) As a result of a change made to the Outcome Based Management framework at the 2022-23 Mid-year Review, the 2022-23 Budget for this indicator varies from that reported in the 2022-23 Budget Papers. This revised target of 97.2% will be used for reporting in the 2022-23 Annual Report key effectiveness indicators.

**Services and Key Efficiency Indicators****1. Land Titling**

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 32,456	\$'000 36,649	\$'000 36,922	\$'000 35,010	1
Less Income .....	73,068	65,167	67,572	67,992	
Net Cost of Service .....	(40,612)	(28,518)	(30,650)	(32,982)	
<b>Employees (Full-Time Equivalents) .....</b>	<b>99</b>	<b>110</b>	<b>110</b>	<b>110</b>	
<b>Efficiency Indicators</b>					
Average cost of maintaining land tenure information, certainty of ownership and other interests in land, per Certificate of Title .....	\$21.58	\$23.87	\$24.29	\$22.73	1

## Explanation of Significant Movements

(Notes)

1. The 2021-22 Actual outcomes for Total Cost of Service and average cost per certificate of title are lower than the 2022-23 Estimated Actual and 2023-24 Budget Target as a result of issues recruiting staff with the appropriate skills in 2021-22.

## 2. Valuations

An impartial valuation service.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 37,417	\$'000 39,872	\$'000 43,086	\$'000 42,896	1
Less Income .....	6,498	19,263	22,321	7,515	2
Net Cost of Service .....	30,919	20,609	20,765	35,381	
<b>Employees (Full-Time Equivalents) .....</b>	<b>201</b>	<b>195</b>	<b>191</b>	<b>191</b>	
<b>Efficiency Indicators</b>					
Average cost per valuation.....	\$15.54	\$16.61	\$17.59	\$17.44	1

## Explanation of Significant Movements

(Notes)

1. The 2021-22 Actual outcomes for Total Cost of Service and average cost per valuation are lower than the 2022-23 Estimated Actual and 2023-24 Budget Target as a result of delays in implementation of major projects.
2. The nature of the Gross Rental Value Metropolitan Triennial Program (Metropolitan Revaluation Program) leads to fluctuations in income. The 2023-24 year is the first year of the triennial program, with all revenue for the triennium to be recognised in the third and final year of the program in 2025-26, in accordance with AASB 15: *Revenue from Contracts with Customers*. Revenue from the previous triennium was all recognised in the 2022-23 Estimated Actual, hence the fall in revenue in the 2023-24 Budget Target.

## 3. Land Information and Services

Capture, maintenance and delivery of land information and services.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 30,213	\$'000 33,636	\$'000 37,683	\$'000 47,749	1
Less Income .....	5,048	3,392	3,037	3,076	
Net Cost of Service .....	25,165	30,244	34,646	44,673	
<b>Employees (Full-Time Equivalents) .....</b>	<b>126</b>	<b>137</b>	<b>155</b>	<b>160</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost of providing land information and services for the State (per square kilometre) .....	\$11.96	\$13.31	\$14.91	\$18.90	1

## Explanation of Significant Movements

(Notes)

1. The 2021-22 Actual outcomes for Total Cost of Service and average cost of providing land information are lower than the 2022-23 Estimated Actual and 2023-24 Budget Target as a result of issues recruiting staff with the appropriate skills in 2021-22. The 2023-24 Budget Target includes planning and preparation costs for the Spatial WA project.
2. The increase in the number of employees from the 2021-22 Actual to the 2022-23 Estimated Actual is the result of the realignment of resource requirements. The 2023-24 Budget Target includes employees associated with the implementation of the Spatial WA project.

### 4. Access to Location Information

Access to the State's location information.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 6,264	\$'000 7,246	\$'000 7,570	\$'000 10,514	1
Less Income .....	1,531	856	1,337	1,357	
Net Cost of Service .....	4,733	6,390	6,233	9,157	
Employees (Full-Time Equivalents) .....	16	31	17	21	2
<b>Efficiency Indicators</b>					
Average cost per dataset .....	\$803.03	\$930.17	\$924.72	\$1,247.84	1

## Explanation of Significant Movements

(Notes)

1. The 2021-22 Actual outcomes for Total Cost of Service and average cost per dataset are lower than the 2022-23 Estimated Actual and 2023-24 Budget Target as a result of issues recruiting staff with the appropriate skills in 2021-22. The 2023-24 Budget Target includes planning and preparation costs for the Spatial WA project.
2. The decrease in the number of employees from the 2022-23 Budget to the 2022-23 Estimated Actual is the result of the realignment of resource requirements since the original budget for 2022-23 was set.

## Asset Investment Program

1. Landgate's Asset Investment Program totals \$9.5 million in 2023-24 and focuses on progressing key asset investments based on delivering strategic initiatives and continuing to improve service delivery. This includes:
  - 1.1. modernising the current valuations system to deliver more reliable and efficient valuation products (such as asset valuations) for local and State governments;
  - 1.2. implementing amendments to the *Transfer of Land Act 1893* to include electronic document processes, providing industry with greater confidence in electronic conveyancing and the efficiencies it brings;
  - 1.3. ongoing works on Landgate's business environment to ensure it provides a safe, functional, and innovative environment to meet specialised business needs; and
  - 1.4. the ongoing upgrade and replacement of ICT assets based on asset management life cycle and enhanced capabilities offered by new technologies.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Asset Replacement							
ICT - Asset Replacement Program .....	8,402	1,572	600	1,260	1,088	491	3,991
Workplace Enablement .....	6,775	2,055	330	2,820	900	650	350
Business Improvement							
Transfer of Land Act Amendments Implementation.....	1,462	12	12	1,450	-	-	-
Valuation Services System Reform.....	4,293	1,520	715	2,570	203	-	-
Infrastructure - Shared Location Information Platform .....	1,550	500	500	500	250	150	150
<b>COMPLETED WORKS</b>							
Business Improvement - Corporate Website Redevelopment....	560	560	560	-	-	-	-
Infrastructure - Geocentric Datum of Australia 2020 .....	2,235	2,235	226	-	-	-	-
<b>NEW WORKS</b>							
Business Improvement							
Data Strategy Hub.....	3,000	-	-	300	700	1,000	1,000
Portal WA.....	6,400	-	-	-	1,900	2,500	2,000
Infrastructure							
Addressing and Geographic Naming Applications							
Replacement .....	3,250	-	-	-	800	1,600	850
Aerial Imagery Platform .....	615	-	-	615	-	-	-
Geodetic Applications Replacement .....	3,600	-	-	-	2,000	1,500	100
Topographic Modernisation .....	1,150	-	-	-	600	550	-
<b>Total Cost of Asset Investment Program.....</b>	<b>43,292</b>	<b>8,454</b>	<b>2,943</b>	<b>9,515</b>	<b>8,441</b>	<b>8,441</b>	<b>8,441</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			560	3,388	1,467	2,475	3,410
Drawdown from the Holding Account.....			1,569	5,548	6,974	5,966	5,031
Internal Funds and Balances.....			814	579	-	-	-
<b>Total Funding .....</b>			<b>2,943</b>	<b>9,515</b>	<b>8,441</b>	<b>8,441</b>	<b>8,441</b>

## Financial Statements

### Income Statement

#### Expenses

1. The 2023-24 Budget Year Total Cost of Services of \$136.2 million is \$10.9 million higher than the 2022-23 Estimated Actual. This is due to planning and preparation costs for the Spatial WA project and includes program management and data capture expenses.

#### Income

2. Total income in the 2023-24 Budget Year is expected to be \$14.3 million lower than the 2022-23 Estimated Actual due to the cyclical nature of the triennial Metropolitan Revaluation Program. Revenue for the entire program was recognised on delivery of the final product (a valuation) in the third year, 2022-23, in line with AASB 15: *Revenue from Contracts with Customers*. As 2023-24 is the first year of the triennial program the revenue for this Program will be recognised in 2025-26.
3. The increase in service appropriations in the 2023-24 Budget Year compared to the 2022-23 Estimated Actual relates to funding received for workforce requirements approved at the 2022-23 Mid-year Review to ensure Landgate maintains service delivery and business capability and for whole-of-government agreed funding parameter adjustments.

### Statement of Financial Position

4. The equity reflected in the Statement of Financial Position is negative as a result of the payment of the \$1.4 billion lump sum proceeds received from the Landgate Partial Commercialisation settlement by Landgate to the Consolidated Account in 2019-20 as tax equivalents and dividends.
5. The forecast improvement in the negative equity position in the 2023-24 Budget Year in comparison to the 2022-23 Estimated Actual is due to:
  - 5.1. the capital contributions received from Government to fund the 2023-24 Asset Investment Program in line with agreed funding arrangements;
  - 5.2. the Digital Capability Fund receipts via equity contributions to fund recurrent planning and preparation costs for the first year of the Spatial WA project; and
  - 5.3. a decrease in the value of the service concession liability, through its reduction over the period of the arrangement (amortisation) as a non-cash revenue, which results in a decrease in the accumulated deficit offsetting the negative equity that originated due from the Landgate Partial Commercialisation proceeds being paid to the Consolidated Account.
6. In the 2023-24 Budget Year, total assets are \$12.6 million lower than the 2022-23 Estimated Actual, largely due to the decrease in debtors associated with the Metropolitan Revaluation Program. This reflects the third and final year of the triennial program in 2022-23 when invoices are raised with cash received largely in 2023-24.
7. In the 2023-24 Budget Year, total liabilities are \$27 million lower in comparison to the 2022-23 Estimated Actual due to the annual reduction (amortisation) of the service concession deferred revenue liability that originated from the \$1.4 billion proceeds of the Landgate Partial Commercialisation arrangement paid to the Consolidated Account in 2019. The relevant accounting standard, AASB 1059: *Service Concession Arrangements: Grantors* required the proceeds be spread across each year of the 40-year life of the partial commercialisation agreement as non-cash deferred revenue. The revenue is brought to book annually, and this partly extinguishes the service concession deferred revenue liability balance each year until the agreement expiry date when the deferred revenue will be fully extinguished.

### Statement of Cashflows

8. The 2023-24 Budget Year closing cash balance is \$1 million higher than the 2022-23 Estimated Actual due to receipts from the third and final year of the triennial Metropolitan Revaluation Program in 2022-23 being received in 2023-24.

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	49,693	57,616	60,623	58,476	60,089	61,787	63,337
Grants and subsidies <sup>(c)</sup> .....	295	135	135	135	135	135	135
Supplies and services .....	29,395	33,842	33,416	49,520	38,135	38,760	37,436
Accommodation .....	6,454	6,075	8,955	7,870	6,100	6,220	6,335
Depreciation and amortisation .....	14,292	13,651	13,651	11,328	12,572	10,998	10,925
Finance and interest costs .....	3	16	12	21	17	15	13
Other expenses .....	6,218	6,068	8,469	8,819	9,353	9,903	10,456
<b>TOTAL COST OF SERVICES .....</b>	<b>106,350</b>	<b>117,403</b>	<b>125,261</b>	<b>136,169</b>	<b>126,401</b>	<b>127,818</b>	<b>128,637</b>
<b>Income</b>							
Sale of goods and services <sup>(d)</sup> .....	45,788	50,754	55,662	41,376	44,665	60,027	44,352
Other revenue <sup>(e)</sup> .....	40,357	37,924	38,605	38,564	39,701	39,402	39,421
<b>Total Income .....</b>	<b>86,145</b>	<b>88,678</b>	<b>94,267</b>	<b>79,940</b>	<b>84,366</b>	<b>99,429</b>	<b>83,773</b>
<b>NET COST OF SERVICES .....</b>	<b>20,205</b>	<b>28,725</b>	<b>30,994</b>	<b>56,229</b>	<b>42,035</b>	<b>28,389</b>	<b>44,864</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations <sup>(f)</sup> .....	40,558	36,941	43,003	48,365	68,486	63,156	50,438
Resources received free of charge .....	1,538	300	300	300	300	300	300
Other revenues .....	8,261	11,389	11,471	6,136	6,836	12,525	5,604
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>50,357</b>	<b>48,630</b>	<b>54,774</b>	<b>54,801</b>	<b>75,622</b>	<b>75,981</b>	<b>56,342</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>30,152</b>	<b>19,905</b>	<b>23,780</b>	<b>(1,428)</b>	<b>33,587</b>	<b>47,592</b>	<b>11,478</b>
Income tax benefit/(expense) .....	(65)	-	-	-	-	-	-
<b>CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER INCOME TAX EQUIVALENTS .....</b>	<b>30,087</b>	<b>19,905</b>	<b>23,780</b>	<b>(1,428)</b>	<b>33,587</b>	<b>47,592</b>	<b>11,478</b>

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

(b) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 442, 473 and 482 respectively.

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

(d) The sale of goods and services is net of the service fees paid to Land Services WA under the terms of the Commercialised Services Agreement from the date the agreement commenced on 22 October 2019.

(e) Other revenue includes the annual amortisation of the service concession liability over the term of the Commercialised Services Agreement, reflecting the receipt of the lump sum proceeds from the agreement.

(f) The increase in service appropriations in the 2024-25 and 2025-26 Outyears reflects the agreed funding arrangement with Government following the partial commercialisation of Landgate.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
Land Surveyors Licensing Board <sup>(a)</sup> .....	35	35	35	35	35	35	35
Other Grants and Subsidies <sup>(b)</sup> .....	260	100	100	100	100	100	100
<b>TOTAL .....</b>	<b>295</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>

(a) This amount represents a grant paid by Landgate to the Land Surveyors Licensing Board (the Board). The Board is an affiliated body but is not subject to the operational control of Landgate and reports to Parliament separately.

(b) Other grants and subsidies includes SPUR Location Grants which are grants to support Western Australian businesses, start-ups and individuals who are developing innovative location data based ideas/products/services.

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	15,191	19,341	15,449	16,212	19,196	18,934	20,925
Restricted cash .....	214	245	214	214	214	214	214
Holding Account receivables .....	6,253	6,974	5,548	8,989	7,981	7,046	8,403
Receivables .....	14,005	26,230	26,416	10,798	13,075	28,777	11,753
Other.....	53,075	5,396	35,101	33,330	32,645	32,768	31,055
<b>Total current assets .....</b>	<b>88,738</b>	<b>58,186</b>	<b>82,728</b>	<b>69,543</b>	<b>73,111</b>	<b>87,739</b>	<b>72,350</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	32,461	28,896	35,006	28,916	25,789	23,109	19,049
Property, plant and equipment.....	5,274	8,775	5,059	7,246	8,180	7,618	9,388
Intangibles <sup>(b)</sup> .....	30,358	26,535	22,673	28,741	23,701	21,757	17,587
Restricted cash .....	1,263	1,516	1,472	1,674	1,882	2,095	2,313
Other.....	2,369	4,325	3,966	2,149	2,150	4,078	2,152
<b>Total non-current assets .....</b>	<b>71,725</b>	<b>70,047</b>	<b>68,176</b>	<b>68,726</b>	<b>61,702</b>	<b>58,657</b>	<b>50,489</b>
<b>TOTAL ASSETS .....</b>	<b>160,463</b>	<b>128,233</b>	<b>150,904</b>	<b>138,269</b>	<b>134,813</b>	<b>146,396</b>	<b>122,839</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	12,600	13,699	12,600	12,600	12,600	12,600	12,600
Payables .....	2,138	1,657	2,175	2,219	2,264	2,310	2,357
Lease liabilities.....	34	86	88	87	87	88	84
Other <sup>(c)</sup> .....	46,254	47,474	46,381	46,507	46,605	46,704	46,808
<b>Total current liabilities .....</b>	<b>61,026</b>	<b>62,916</b>	<b>61,244</b>	<b>61,413</b>	<b>61,556</b>	<b>61,702</b>	<b>61,849</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	2,436	2,865	2,505	2,576	2,637	2,699	2,763
Lease liabilities.....	77	243	262	193	145	119	129
Other <sup>(c)</sup> .....	1,283,800	1,251,572	1,249,429	1,222,270	1,183,604	1,144,938	1,106,272
<b>Total non-current liabilities .....</b>	<b>1,286,313</b>	<b>1,254,680</b>	<b>1,252,196</b>	<b>1,225,039</b>	<b>1,186,386</b>	<b>1,147,756</b>	<b>1,109,164</b>
<b>TOTAL LIABILITIES.....</b>	<b>1,347,339</b>	<b>1,317,596</b>	<b>1,313,440</b>	<b>1,286,452</b>	<b>1,247,942</b>	<b>1,209,458</b>	<b>1,171,013</b>
<b>EQUITY</b>							
Contributed equity <sup>(d)</sup> .....	(1,095,323)	(1,094,311)	(1,094,763)	(1,078,982)	(1,077,515)	(1,075,040)	(1,071,630)
Accumulated surplus/(deficit).....	(98,375)	(102,079)	(74,595)	(76,023)	(42,436)	5,156	16,634
Reserves.....	6,822	7,027	6,822	6,822	6,822	6,822	6,822
<b>Total equity .....</b>	<b>(1,186,876)</b>	<b>(1,189,363)</b>	<b>(1,162,536)</b>	<b>(1,148,183)</b>	<b>(1,113,129)</b>	<b>(1,063,062)</b>	<b>(1,048,174)</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>160,463</b>	<b>128,233</b>	<b>150,904</b>	<b>138,269</b>	<b>134,813</b>	<b>146,396</b>	<b>122,839</b>

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

(b) Intangibles includes service concession assets classified under AASB 1059.

(c) Other current liabilities and other non-current liabilities includes the recognition of a service concession liability in accordance with AASB 1059 on the \$1.4 billion lump sum proceeds received in consideration of the partial commercialisation arrangement. This service concession liability will be recognised evenly over the 40-year life of the partial commercialisation agreement as a non-cash revenue stream.

(d) The negative contributed equity reflects the payment of the after-tax proceeds, received in consideration of the partial commercialisation arrangement to Government via the payment of a dividend from equity on 22 October 2019.



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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations <sup>(b)</sup> .....	35,857	33,532	39,594	45,466	65,647	60,805	48,110
Capital appropriation .....	4,028	958	560	3,388	1,467	2,475	3,410
Holding Account drawdowns .....	2,496	6,253	1,569	5,548	6,974	5,966	5,031
Special Purpose Account(s)							
Digital Capability Fund .....	-	-	-	12,393	-	-	-
Tax equivalent regime .....	(447)	-	-	-	-	-	-
Other .....	8,415	11,389	11,471	6,136	6,836	12,525	7,942
<b>Net cash provided by Government .....</b>	<b>50,349</b>	<b>52,132</b>	<b>53,194</b>	<b>72,931</b>	<b>80,924</b>	<b>81,771</b>	<b>64,493</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(51,008)	(57,357)	(60,554)	(58,404)	(60,028)	(61,723)	(63,275)
Grants and subsidies .....	(295)	(135)	(135)	(135)	(135)	(135)	(135)
Supplies and services .....	(31,439)	(33,842)	(33,368)	(49,448)	(38,089)	(38,712)	(37,386)
Accommodation .....	(5,791)	(6,075)	(8,955)	(7,870)	(6,100)	(6,220)	(6,335)
GST payments .....	(13,567)	(13,246)	(14,403)	(14,381)	(14,739)	(15,263)	(15,616)
Finance and interest costs .....	(3)	(16)	(12)	(21)	(17)	(15)	(13)
Other payments .....	(4,528)	(5,669)	(8,168)	(8,520)	(9,053)	(9,605)	(10,155)
<b>Receipts</b>							
Sale of goods and services .....	43,743	33,047	39,748	60,679	40,570	42,373	62,782
GST receipts .....	13,625	13,246	14,403	14,381	14,739	15,262	15,616
Other receipts .....	3,940	1,053	1,731	1,338	1,035	736	755
<b>Net cash from operating activities .....</b>	<b>(45,323)</b>	<b>(68,994)</b>	<b>(69,713)</b>	<b>(62,381)</b>	<b>(71,817)</b>	<b>(73,302)</b>	<b>(53,762)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(3,912)	(7,211)	(2,943)	(9,515)	(8,441)	(8,441)	(8,441)
Other payments .....	(55,200)	-	-	-	(25,000)	-	-
Other receipts .....	64,600	30,000	20,000	-	27,600	-	-
<b>Net cash from investing activities .....</b>	<b>5,488</b>	<b>22,789</b>	<b>17,057</b>	<b>(9,515)</b>	<b>(5,841)</b>	<b>(8,441)</b>	<b>(8,441)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Lease liability payments .....	(80)	(71)	(71)	(70)	(74)	(77)	(81)
<b>Net cash from financing activities .....</b>	<b>(80)</b>	<b>(71)</b>	<b>(71)</b>	<b>(70)</b>	<b>(74)</b>	<b>(77)</b>	<b>(81)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>10,434</b>	<b>5,856</b>	<b>467</b>	<b>965</b>	<b>3,192</b>	<b>(49)</b>	<b>2,209</b>
Cash assets at the beginning of the reporting period .....	6,234	15,246	16,668	17,135	18,100	21,292	21,243
<b>Cash assets at the end of the reporting period .....</b>	<b>16,668</b>	<b>21,102</b>	<b>17,135</b>	<b>18,100</b>	<b>21,292</b>	<b>21,243</b>	<b>23,452</b>

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

(b) The increase in service appropriations in the 2024-25 and 2025-26 Outyears reflects the agreed funding arrangement with Government following the partial commercialisation of Landgate.

# DevelopmentWA

## Part 11 Planning and Land Use

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	34,419	23,759	15,271	9,825	17,229	22,402	16,150
Local Government Rates Equivalent .....	11,066	8,355	8,355	8,484	8,715	8,933	9,156
Dividends <sup>(a)(b)</sup> .....	23,435	54,215	1,500	45,925	58,186	55,153	40,649
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies.....	220,899	269,934	195,144	196,654	202,859	118,145	73,842
Other Subsidies .....	9,996	6,500	5,773	5,429	-	-	-
Special Purpose Accounts .....	11,458	7,827	2,501	5,326	-	-	-
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contribution.....	36,500	32,373	35,070	49,220	17,753	-	-
<b>RATIOS</b>							
Dividend Payout Ratio (%) .....	75	75	75	75	75	75	75
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations .....	556,072	589,826	515,361	529,812	628,262	614,265	535,344
Revenue from Government .....	242,353	291,261	210,418	218,009	202,859	118,145	73,842
Total Expenses <sup>(c)</sup> .....	708,844	819,823	689,253	792,645	776,424	663,495	563,871
Total Borrowings.....	176,625	249,097	239,917	193,271	129,203	110,869	110,869
<b>NET PROFIT AFTER TAX.....</b>	54,122	37,505	21,255	(54,649)	37,468	46,513	29,165
<b>CASH ASSETS <sup>(d)</sup> .....</b>	240,973	184,976	228,833	213,702	238,163	216,586	176,966

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

(b) DevelopmentWA will retain 2022-23 dividend payments to contribute to funding future infrastructure investment (other than special dividends). Refer to Significant Issues Impacting the Government Trading Enterprise for further detail.

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

(d) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Government Trading Enterprise's (GTE's) Income Statement since presentation of the 2022-23 Budget to Parliament on 12 May 2022, are outlined below:

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>Key Adjustments</b>					
Bentley Residential Redevelopment.....	-	-	408	1,125	1,066
Industrial Land Development Fund.....	-	(15,000)	(20,000)	-	-
Kalgoorlie Lot 505.....	-	(782)	(11,200)	-	-
Ocean Reef Marina.....	(5,272)	(11,599)	(10,544)	(3,585)	-
Regional Development Assistance Program.....	-	(3,000)	(3,000)	(3,000)	(3,000)
Yagan Square - Activation.....	(1,650)	-	-	-	-
<b>Other</b>					
2022-23 Retained Dividend.....	(48,697)	-	-	-	-
Business Update - Operating Parameter Adjustments.....	95,838	(18,399)	(80,319)	(26,015)	(4,228)
Business Update - Sales and Asset Investment Program.....	(7,593)	(22,369)	(5,538)	-	-

## Significant Issues Impacting the Government Trading Enterprise

1. With the development industry facing considerable supply-side pressures associated with materials and labour, DevelopmentWA continues to face issues including escalating costs and project delays. Low housing stock and a tight rental market is expected to ease when the current high level of dwellings under construction translate into additional housing supply. Additionally, residential housing and development sales and delivery programs are experiencing demand side challenges due to reduced borrower capacity and finance availability with rising interest rates.
2. Smaller scale regional projects are facing additional delivery challenges with the redirection of regional contractors and resources to major natural disaster recovery projects.
3. Responding to the State's social and affordable housing needs, DevelopmentWA is pursuing the delivery of one and two-bedroom homes which are aligned to the needs of people seeking social and affordable housing, in proximity to services and major transport precincts.
4. The demand for industrial land in light, general, special and heavy industry areas continues to be sustained and above long-run absorption rates. DevelopmentWA is working with Jobs, Tourism, Science and Innovation through the Industrial Lands Authority to provide land and infrastructure to match the demands of industry across the State.
5. DevelopmentWA launched its Net Zero Transition Plan in November 2021. DevelopmentWA continues to work with lead policy departments in areas including environmental impact, climate change mitigation, water-sensitive design, sustainability, waste recycling, and distributed energy systems transition. DevelopmentWA is also committed to reconciliation with Aboriginal people and will continue to demonstrate best practices with respect to Native Title, Aboriginal Cultural Heritage protection and Closing the Gap through its Reconciliation Action Plan.
6. DevelopmentWA is working collaboratively with Communities; Community Housing Providers; Planning, Lands and Heritage; and Treasury towards the delivery of more social and affordable housing across the State.
7. With the progress of the GTE reform framework, DevelopmentWA is working closely with Treasury with objectives on strategic plans, appropriate governance, reporting, transparency and accountability.

### 2022-23 Retained Dividend

8. DevelopmentWA will retain its forecast 2022-23 dividend payment of \$48.7 million to fund infrastructure investments. Of the retained dividend amount, \$5 million has been utilised to fund the Bunbury Waterfront project, and \$11.2 million for the Bentley Residential Redevelopment. The remaining \$32.5 million retained dividend is being considered for allocation to other DevelopmentWA projects.

## Statement of Corporate Intent

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

## Objectives, Outcomes and Key Performance Information

### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	A highly capable, innovative organisation.	1. High capability, excellent workforce, safe working environment, satisfied customers, innovative project outcomes
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Prosperous industry.	2. Facilitating economic diversification and jobs growth in industrial areas throughout Western Australia
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Sustainable communities.	3. Developing high quality major projects, transport-oriented development, urban regeneration projects, rail station precincts and land for new communities
	Resilient regions.	4. Working with stakeholders across the State to deliver projects and land for new communities which support regional economic development and job creation

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
<b>Outcome: High capability, excellent workforce, safe working environment, satisfied customers, innovative project outcomes:</b>					
Percentage of revenue target achieved .....	99%	>90%	90%	>90%	
Staff retention .....	79%	>90%	90%	>85%	
Safe working environment: reportable lost time injury frequency rate .....	2.2	<2	<2	<2.5	
Customer satisfaction rating: customers satisfied with overall purchase process .....	93%	>90%	>90%	>90%	
Net Zero scope one and scope two emissions compared to 2021 baseline <sup>(b)</sup> .....	n.a.	n.a.	n.a.	<80%	
<b>Outcome: Facilitating economic diversification and jobs growth in industrial areas throughout Western Australia:</b>					
Priority project development milestones met or exceeded .....	93%	>90%	>90%	>90%	
Sufficient developed lots (= 5 developed lots available and/or next stage ready for development in each of DevelopmentWA's key industrial estates) .....	8 projects	>5	>5	>5	
<b>Outcome: Developing high quality major projects, transport-oriented development, urban regeneration projects, rail station precincts and land for new communities:</b>					
Priority project development milestones met or exceeded (including land provided for social housing program) .....	78%	>90%	>90%	>90%	
Percentage of new approved business cases that include the prescribed social housing mix targets <sup>(c)</sup> .....	n.a.	n.a.	n.a.	100%	
Number of social housing dwelling equivalents from land transferred to the Department of Communities or a Community Housing Provider <sup>(c)</sup> .....	n.a.	n.a.	n.a.	>120	
<b>Outcome: Working with stakeholders across the State to deliver projects and land for new communities which support regional economic development and job creation:</b>					
Priority regional project development milestones met or exceeded .....	88%	>90%	>90%	>90%	

(a) Further detail in support of the key performance indicators (KPIs) is provided in DevelopmentWA's Annual Report.

(b) New KPI established from 2023-24. DevelopmentWA's Net Zero Transition roadmap, grouping actions and focus areas are available on its website.

(c) New KPI established from 2023-24.

## Asset Investment Program

1. DevelopmentWA's 2023-24 Asset Investment Program (AIP) totals \$468 million across a combination of land acquisitions and the delivery for land development and infrastructure requirements. These include strategic site acquisitions, construction works and securing key approvals and design outcomes. The 2023-24 AIP will enable the delivery of land for housing, businesses and infrastructure to support Western Australian communities. Social and affordable housing is a key focus for DevelopmentWA across its delivery programs.
2. \$128 million will be invested through the Industrial Lands Authority, supporting strategic, general and light industrial businesses to power Western Australia's economy. This includes development at:
  - 2.1. Peel Business Park - Nambelup Kaadadjan (375 ongoing jobs via stage one and two occupants, contributing \$122 million to the local economy each year);
  - 2.2. Lot 505 Kalgoorlie (140 construction jobs from lot creation, 423 building construction jobs, and 785 ongoing jobs, contributing an estimated \$320 million to the local economy annually);
  - 2.3. Orion Industrial Park (940 construction jobs via stages one to five and 1,835 ongoing jobs, contributing \$749 million to the local economy annually); and
  - 2.4. the delivery of 13 Strategic Industrial Areas across the State. In 2018-19, modelling estimated direct employment at 19,939 jobs in 2022-23, contributing more than \$51 billion to the State's economy annually.
3. \$150 million is to be invested in metropolitan projects to provide connected precincts and housing diversity, including social and affordable housing. This includes the development of Subi East Precinct (2,700 construction jobs, 660 ongoing jobs and \$1 billion in private sector investment), the Alkimos Central city centre (10,450 ongoing jobs upon completion), Ocean Reef Marina (8,600 construction jobs, more than 900 ongoing jobs and expected to inject \$3 billion into the State's economy when complete), and re-imagining the vision for the East Perth Power Station precinct.
4. \$30 million will be invested in projects in regional Western Australia, creating resilient and revitalised cities and towns across the State. Significant projects include the delivery of residential and commercial land at Broome North, new housing options within Karratha's Madigan at Baynton West, and a range of residential and tourism opportunities in Albany.
5. \$136 million will be invested in the Residential Land Program to support the delivery of social and affordable housing across the State through the partnering program. Significant projects within this program for 2023-24 include Brabham, Ellenbrook, Sienna Wood and Albany.
6. \$24 million will be invested for new facilities and infrastructure at the Australian Marine Complex (four projects and almost 600 construction jobs), redevelopment of the Bentley Technology Park into an innovative centre of excellence in Perth's south (35 construction jobs), and the development of the Australian Automation and Robotics Precinct in Perth's northern suburbs (70 construction jobs and up to 5,000 ongoing jobs upon completion).

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
<b>COVID-19 Response</b>							
Australian Marine Complex Superyacht Fabrication							
Facility and Infrastructure .....	38,920	31,415	21,093	7,505	-	-	-
East Keralup Economic Activation .....	8,977	6,564	2,833	2,413	-	-	-
Kemerton General Industrial Area .....	6,566	1,516	755	5,049	-	-	-
Neerabup Australian Automation and Robotics Park .....	21,071	11,808	6,337	7,395	1,865	2	2
Nyamba Buru Yawuru - Health and Wellbeing Campus ....	10,225	1,264	1,224	2,337	3,500	3,124	-
<b>Other Works in Progress</b>							
Development of Land							
Industrial Lands Authority Program							
Election Commitment - Peel Business Park,							
Nambeelup .....	36,740	30,583	2,065	6,157	-	-	-
Industry and Infrastructure Acquisition and							
Development .....	1,759,475	1,424,854	124,656	121,345	104,734	88,948	54,586
Metropolitan Program							
Alkimos Central .....	79,267	16,167	9,278	27,500	8,900	11,200	15,500
East Perth Power Station .....	87,629	78,837	39,684	5,986	2,806	-	-
Metropolitan Land Acquisition and Development .....	1,713,553	1,443,375	38,766	64,100	55,221	76,147	103,983
Ocean Reef Marina .....	283,048	98,146	29,855	32,794	83,776	44,307	24,025
Subi East Precinct .....	143,314	86,308	23,273	19,315	23,546	12,117	2,028
Regional Program - Regional Land Acquisition and							
Development .....	1,724,657	1,633,518	20,282	30,036	31,897	18,366	11,214
Residential Program							
Bentley Residential Redevelopment .....	48,074	204	204	17,242	13,113	12,510	5,004
Residential Projects and Land Development for Social							
and Affordable Housing .....	767,980	298,483	114,313	119,115	110,624	132,639	119,618
<b>COMPLETED WORKS</b>							
<b>COVID-19 Response</b>							
Nyamba Buru Yawuru - Bulky Goods Precinct .....	156	156	116	-	-	-	-
<b>Other Completed Works</b>							
Development of Land							
Industrial Lands Authority Program - Forrestdale							
Business Park .....	32,317	32,317	1,866	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>6,761,969</b>	<b>5,195,515</b>	<b>436,600</b>	<b>468,289</b>	<b>439,982</b>	<b>399,360</b>	<b>335,960</b>
<b>FUNDED BY</b>							
Borrowings .....			102,657	118,091	20,467	20,348	-
Capital Appropriation .....			35,070	49,220	17,753	-	-
Internal Funds and Balances .....			(30,679)	269,921	380,018	375,427	335,960
Major Special Purpose Account(s)							
Drawdown from Royalties for Regions Fund .....			2,501	5,326	-	-	-
Other .....			320,051	10,131	21,744	3,585	-
Other Grants and Subsidies .....			7,000	15,600	-	-	-
<b>Total Funding .....</b>			<b>436,600</b>	<b>468,289</b>	<b>439,982</b>	<b>399,360</b>	<b>335,960</b>

## Financial Statements

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	515,533	548,429	471,988	499,554	592,267	585,750	527,141
Other revenue.....	40,539	41,397	43,373	30,258	35,995	28,515	8,203
<b>Revenue from Government</b>							
Operating subsidies.....	220,899	269,934	195,144	196,654	202,859	118,145	73,842
Capital subsidies.....	-	7,000	7,000	10,600	-	-	-
Resources received free of charge.....	133	-	-	-	-	-	-
Other subsidies.....	9,863	6,500	5,773	5,429	-	-	-
Special Purpose Account(s)							
Royalties for Regions							
Regional Community Services Fund.....	530	-	-	-	-	-	-
Regional Infrastructure and Headworks Fund.....	10,928	7,827	2,501	5,326	-	-	-
<b>TOTAL REVENUE.....</b>	<b>798,425</b>	<b>881,087</b>	<b>725,779</b>	<b>747,821</b>	<b>831,121</b>	<b>732,410</b>	<b>609,186</b>
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	30,222	36,339	39,619	41,500	42,864	44,298	45,727
Supplies and services.....	53,980	27,038	22,868	82,465	43,854	51,062	48,433
Accommodation.....	15,624	16,860	18,978	19,241	19,603	17,770	14,672
Depreciation and amortisation.....	21,802	19,495	19,621	19,049	18,803	18,117	17,277
Finance and interest costs.....	2,597	5,788	5,901	5,824	4,077	2,402	4,233
Cost of land sold.....	478,311	505,132	401,778	483,773	522,160	418,645	309,484
Other expenses.....	106,308	209,171	180,488	140,793	125,063	111,201	124,045
<b>TOTAL EXPENSES.....</b>	<b>708,844</b>	<b>819,823</b>	<b>689,253</b>	<b>792,645</b>	<b>776,424</b>	<b>663,495</b>	<b>563,871</b>
<b>NET PROFIT/(LOSS) BEFORE TAX.....</b>	<b>89,581</b>	<b>61,264</b>	<b>36,526</b>	<b>(44,824)</b>	<b>54,697</b>	<b>68,915</b>	<b>45,315</b>
National Tax Equivalent Regime							
Current tax equivalent expense.....	34,419	23,759	15,271	9,825	17,229	22,402	16,150
Deferred tax equivalent expense.....	1,040	-	-	-	-	-	-
<b>NET PROFIT/(LOSS) AFTER TAX.....</b>	<b>54,122</b>	<b>37,505</b>	<b>21,255</b>	<b>(54,649)</b>	<b>37,468</b>	<b>46,513</b>	<b>29,165</b>
<b>Dividends.....</b>	<b>23,435</b>	<b>54,215</b>	<b>1,500</b>	<b>45,925</b>	<b>58,186</b>	<b>55,153</b>	<b>40,649</b>

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

(b) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 222, 269 and 273 respectively.



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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	125,506	89,244	107,034	107,202	160,160	167,586	132,684
Cash assets - Retained dividends.....	68,940	50,000	101,703	92,566	61,929	36,929	36,929
Restricted cash .....	46,527	-	20,096	13,934	13,774	9,771	5,053
Receivables .....	37,416	110,141	78,742	11,777	11,777	11,777	14,166
Inventory - Land and development.....	552,935	549,592	669,173	632,664	591,038	593,865	608,165
Other.....	57,961	101,643	114,464	168,557	216,493	251,407	251,407
Total current assets .....	889,285	900,620	1,091,212	1,026,700	1,055,171	1,071,335	1,048,404
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	519,997	472,838	504,753	515,441	511,005	495,533	478,338
Receivables .....	72,352	14,845	73,105	74,441	43,770	43,770	43,770
Inventory - Land and development.....	645,779	585,027	615,012	606,786	569,982	574,441	613,294
Cash investments.....	-	45,732	-	-	2,300	2,300	2,300
Other.....	94,123	90,793	94,123	94,123	94,123	93,668	93,668
Total non-current assets .....	1,332,251	1,209,235	1,286,993	1,290,791	1,221,180	1,209,712	1,231,370
<b>TOTAL ASSETS .....</b>	<b>2,221,536</b>	<b>2,109,855</b>	<b>2,378,205</b>	<b>2,317,491</b>	<b>2,276,351</b>	<b>2,281,047</b>	<b>2,279,774</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	7,768	8,970	7,860	7,954	7,954	7,954	7,954
Payables .....	105,888	24,961	105,773	98,421	118,538	129,038	133,222
Borrowings and leases .....	50,298	52,439	50,293	28,517	20,434	2,100	2,100
Other.....	166,309	79,444	176,323	160,302	160,017	166,170	172,240
Total current liabilities .....	330,263	165,814	340,249	295,194	306,943	305,262	315,516
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	3,193	3,603	3,232	3,272	3,272	3,272	3,272
Borrowings and leases .....	137,441	211,436	200,029	172,111	115,518	114,912	114,869
Other.....	129,830	79,727	133,061	142,637	149,306	164,929	164,929
Total non-current liabilities .....	270,464	294,766	336,322	318,020	268,096	283,113	283,070
<b>TOTAL LIABILITIES.....</b>	<b>600,727</b>	<b>460,580</b>	<b>676,571</b>	<b>613,214</b>	<b>575,039</b>	<b>588,375</b>	<b>598,586</b>
<b>NET ASSETS .....</b>	<b>1,620,809</b>	<b>1,649,275</b>	<b>1,701,634</b>	<b>1,704,277</b>	<b>1,701,312</b>	<b>1,692,672</b>	<b>1,681,188</b>
<b>EQUITY</b>							
Contributed equity .....	1,524,313	1,597,268	1,593,800	1,696,975	1,714,728	1,714,728	1,714,728
Accumulated surplus/(deficit).....	96,496	52,007	107,834	7,302	(13,416)	(22,056)	(33,540)
<b>TOTAL EQUITY .....</b>	<b>1,620,809</b>	<b>1,649,275</b>	<b>1,701,634</b>	<b>1,704,277</b>	<b>1,701,312</b>	<b>1,692,672</b>	<b>1,681,188</b>

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

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	447,485	483,364	392,658	470,529	555,283	623,964	446,989
GST receipts .....	59,727	78,277	80,253	86,368	34,064	69,369	68,080
Other receipts .....	110,958	131,129	139,794	138,176	99,934	97,066	80,324
<b>Payments</b>							
Employee benefits .....	(33,774)	(40,318)	(43,557)	(45,514)	(42,914)	(44,348)	(45,777)
Supplies and services .....	(10,783)	(27,694)	(15,326)	(26,798)	(18,289)	(13,377)	(16,160)
Accommodation <sup>(b)</sup> .....	(4,558)	(8,720)	(10,838)	(12,824)	(10,889)	(8,837)	(5,516)
GST payments .....	(60,113)	(71,787)	(71,787)	(82,867)	(27,871)	(63,186)	(64,766)
Finance and interest costs .....	(2,506)	(5,736)	(5,751)	(5,671)	(4,065)	(2,390)	(4,193)
Payment for the purchase of inventories .....	(391,850)	(470,385)	(432,567)	(440,796)	(427,861)	(397,093)	(335,962)
Other payments .....	(241,499)	(290,178)	(255,101)	(173,160)	(145,491)	(248,545)	(169,687)
<b>Net cash from operating activities .....</b>	<b>(126,913)</b>	<b>(222,048)</b>	<b>(222,222)</b>	<b>(92,557)</b>	<b>11,901</b>	<b>12,623</b>	<b>(46,668)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets .....	30	-	-	-	-	-	-
Other receipts .....	18,750	-	-	-	-	-	-
<b>Payments</b>							
Purchase of non-current assets .....	(26,601)	(676)	(4,032)	(27,493)	(12,123)	(2,270)	-
<b>Net cash from investing activities .....</b>	<b>(7,821)</b>	<b>(676)</b>	<b>(4,032)</b>	<b>(27,493)</b>	<b>(12,123)</b>	<b>(2,270)</b>	<b>-</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings .....	16,000	135,692	226,577	198,810	196,893	270,348	280,000
<b>Payments</b>							
Repayment of borrowings and leases .....	(30,991)	(165,741)	(165,877)	(246,390)	(261,792)	(289,521)	(280,839)
Other payments .....	-	(52,426)	(52,426)	(50,521)	(46,900)	(44,414)	-
<b>Net cash from financing activities .....</b>	<b>(14,991)</b>	<b>(82,475)</b>	<b>8,274</b>	<b>(98,101)</b>	<b>(111,799)</b>	<b>(63,587)</b>	<b>(839)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Capital subsidies .....	-	7,000	7,000	10,600	-	-	-
Operating subsidies .....	212,347	269,934	195,144	196,654	202,859	118,145	73,842
Equity contributions .....	36,500	32,373	35,070	49,220	17,753	-	-
Other subsidies .....	42,063	6,500	5,773	5,429	-	-	-
Special Purpose Account(s)							
Royalties for Regions							
Regional Community Services Fund .....	530	-	-	-	-	-	-
Regional Infrastructure and Headworks Fund .....	10,928	7,827	2,501	5,326	-	-	-
<b>Payments</b>							
Dividends to Government .....	(23,435)	(54,215)	(1,500)	(45,925)	(58,186)	(55,153)	(40,649)
National Tax Equivalent Regime - Income Tax ..	(24,681)	(24,280)	(15,793)	(9,848)	(17,229)	(22,402)	(16,150)
Local Government Rates Equivalent .....	(11,066)	(8,355)	(8,355)	(8,436)	(8,715)	(8,933)	(9,156)
Receipts paid into Consolidated Account .....	(2,205)	(14,000)	(14,000)	-	-	-	-
<b>Net cash provided to Government .....</b>	<b>(240,981)</b>	<b>(222,784)</b>	<b>(205,840)</b>	<b>(203,020)</b>	<b>(136,482)</b>	<b>(31,657)</b>	<b>(7,887)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>91,256</b>	<b>(82,415)</b>	<b>(12,140)</b>	<b>(15,131)</b>	<b>24,461</b>	<b>(21,577)</b>	<b>(39,620)</b>
Cash assets at the beginning of the reporting period .....	149,717	267,391	240,973	228,833	213,702	238,163	216,586
<b>Cash assets at the end of the reporting period .....</b>	<b>240,973</b>	<b>184,976</b>	<b>228,833</b>	<b>213,702</b>	<b>238,163</b>	<b>216,586</b>	<b>176,966</b>

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

(b) Payment of Local Government Rates Equivalent is included within accommodation expense on the Income Statement; however, within the Statement of Cashflows it is recorded as a payment to Government and not as a payment from operating activities.

## Division 46 **Heritage Council of Western Australia**

### Part 11 **Planning and Land Use**

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 89 Net amount appropriated to deliver services .....	1,606	1,557	1,557	<b>1,540</b>	1,555	1,571	1,603
Total appropriations provided to deliver services.....	1,606	1,557	1,557	<b>1,540</b>	1,555	1,571	1,603
<b>TOTAL APPROPRIATIONS .....</b>	<b>1,606</b>	<b>1,557</b>	<b>1,557</b>	<b>1,540</b>	<b>1,555</b>	<b>1,571</b>	<b>1,603</b>
<b>EXPENSES</b>							
Total Cost of Services .....	3,043	1,557	1,557	<b>1,540</b>	1,555	1,571	1,603
Net Cost of Services <sup>(a)</sup> .....	3,041	1,557	1,557	<b>1,540</b>	1,555	1,571	1,603
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>8,317</b>	<b>7,494</b>	<b>8,317</b>	<b>8,317</b>	<b>8,317</b>	<b>8,317</b>	<b>8,317</b>

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

(b) As at 30 June each financial year.

#### **Spending Changes**

The Council has had no recurrent spending changes impacting its Income Statement since presentation of the 2022-23 Budget to Parliament on 12 May 2022.

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

##### **Heritage Grants Program**

1. The Council, through Planning, Lands and Heritage, continues to provide an annual grants program for conservation and interpretation projects and events that celebrate State Heritage Registered Places and encourage more Western Australians to engage with the State's history. The grants assist in protecting the social, environmental and economic value that the State's historic heritage assets hold for communities across the State.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Conservation of cultural heritage places in Western Australia, for the benefit of present and future generations.	1. Cultural Heritage Conservation Services

### Service Summary

Expense	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
1. Cultural Heritage Conservation Services....	3,043	1,557	1,557	1,540	1,555	1,571	1,603
<b>Total Cost of Services .....</b>	<b>3,043</b>	<b>1,557</b>	<b>1,557</b>	<b>1,540</b>	<b>1,555</b>	<b>1,571</b>	<b>1,603</b>

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
<b>Outcome: Conservation of cultural heritage places in Western Australia, for the benefit of present and future generations:</b>					
Extent to which development approvals issued for registered places are consistent with the Council's advice to decision-making authorities.....	100%	100%	100%	100%	
Percentage of additional private investment generated from grant-assisted conservation projects .....	330%	150%	223%	250%	1

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

### Explanation of Significant Movements

(Notes)

- The 2021-22 Actual of 330% is due to several applicants contributing at least 1.5 times more than the grant provided. The 2022-23 Estimated Actual and the 2023-24 Budget Target reflect higher contributions from grant recipients compared to the 2022-23 Budget due to anticipated rising costs.

## Services and Key Efficiency Indicators

### 1. Cultural Heritage Conservation Services

Cultural heritage conservation services establish and maintain a comprehensive State Register of Heritage Places, provide conservation advice on development referrals and other relevant matters, develop the role of public authorities in conserving and managing heritage places, provide financial assistance and other conservation incentives, and provide publications, seminars and other promotional activities.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 3,043	\$'000 1,557	\$'000 1,557	\$'000 1,540	1
Less Income .....	2	nil	nil	nil	
Net Cost of Service .....	3,041	1,557	1,557	1,540	
<b>Efficiency Indicators</b>					
Average number of days to make preliminary determinations .....	42	45	40	37	

### Explanation of Significant Movements

(Notes)

1. The higher 2021-22 Actual of \$3 million is largely attributed to completed conservation works at the Parry Street Precinct as part of the COVID-19 Response.

## Financial Statements

### Income Statement

#### Expenses

1. The slight decrease in Total Cost of Services between the 2022-23 Estimated Actual and the 2023-24 Budget Year is attributable to the cessation of the streamlined budget incentive funding, partially offset by an increase due to a 1% indexation being applied for non-salary related expenditure.

#### Income

2. Consistent with the slight decrease in Total Cost of Services, the slight decrease in income from Government between the 2022-23 Estimated Actual and the 2023-24 Budget Year is attributable to the cessation of the streamlined budget incentive funding, partially offset by an increase due to a 1% indexation being applied for non-salary related expenditure.

### Statement of Cashflows

3. Net cash provided by Government has decreased slightly in the 2023-24 Budget Year due to the cessation of the streamlined budget incentive funding, partially offset by an increase due to a 1% indexation being applied for non-salary related expenditure.

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Grants and subsidies (b) .....	1,336	1,221	1,221	1,221	1,221	1,221	1,221
Supplies and services .....	1,671	226	226	195	195	195	195
Other expenses .....	36	110	110	124	139	155	187
<b>TOTAL COST OF SERVICES .....</b>	<b>3,043</b>	<b>1,557</b>	<b>1,557</b>	<b>1,540</b>	<b>1,555</b>	<b>1,571</b>	<b>1,603</b>
<b>Income</b>							
Other revenue .....	2	-	-	-	-	-	-
<b>Total Income .....</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET COST OF SERVICES .....</b>	<b>3,041</b>	<b>1,557</b>	<b>1,557</b>	<b>1,540</b>	<b>1,555</b>	<b>1,571</b>	<b>1,603</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	1,606	1,557	1,557	1,540	1,555	1,571	1,603
Other revenues .....	470	-	-	-	-	-	-
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>2,076</b>	<b>1,557</b>	<b>1,557</b>	<b>1,540</b>	<b>1,555</b>	<b>1,571</b>	<b>1,603</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(965)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
Heritage Grants Program .....	1,336	1,221	1,221	1,221	1,221	1,221	1,221
<b>TOTAL .....</b>	<b>1,336</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	1,087	1,030	1,087	1,087	1,087	1,087	1,087
Restricted cash .....	7,230	6,464	7,230	7,230	7,230	7,230	7,230
Receivables .....	132	3	132	132	132	132	132
Other .....	85	1	85	85	85	85	85
<b>Total current assets .....</b>	<b>8,534</b>	<b>7,498</b>	<b>8,534</b>	<b>8,534</b>	<b>8,534</b>	<b>8,534</b>	<b>8,534</b>
<b>CURRENT LIABILITIES</b>							
Payables .....	1,860	1,212	1,860	1,860	1,860	1,860	1,860
Other .....	161	-	161	161	161	161	161
<b>Total current liabilities .....</b>	<b>2,021</b>	<b>1,212</b>	<b>2,021</b>	<b>2,021</b>	<b>2,021</b>	<b>2,021</b>	<b>2,021</b>
<b>EQUITY</b>							
Contributed equity .....	-	(5,282)	-	-	-	-	-
Accumulated surplus/(deficit) .....	6,513	11,568	6,513	6,513	6,513	6,513	6,513
<b>Total equity .....</b>	<b>6,513</b>	<b>6,286</b>	<b>6,513</b>	<b>6,513</b>	<b>6,513</b>	<b>6,513</b>	<b>6,513</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>8,534</b>	<b>7,498</b>	<b>8,534</b>	<b>8,534</b>	<b>8,534</b>	<b>8,534</b>	<b>8,534</b>

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

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	1,606	1,557	1,557	1,540	1,555	1,571	1,603
Other .....	470	-	-	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>2,076</b>	<b>1,557</b>	<b>1,557</b>	<b>1,540</b>	<b>1,555</b>	<b>1,571</b>	<b>1,603</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Grants and subsidies .....	(690)	(1,221)	(1,221)	(1,221)	(1,221)	(1,221)	(1,221)
Supplies and services .....	(1,724)	(226)	(226)	(195)	(195)	(195)	(195)
GST payments .....	(339)	-	-	-	-	-	-
Other payments .....	(32)	(110)	(110)	(124)	(139)	(155)	(187)
<b>Receipts</b>							
GST receipts .....	338	-	-	-	-	-	-
Other receipts .....	2	-	-	-	-	-	-
<b>Net cash from operating activities .....</b>	<b>(2,445)</b>	<b>(1,557)</b>	<b>(1,557)</b>	<b>(1,540)</b>	<b>(1,555)</b>	<b>(1,571)</b>	<b>(1,603)</b>
Cash assets at the beginning of the reporting period .....	8,686	7,494	8,317	8,317	8,317	8,317	8,317
<b>Cash assets at the end of the reporting period .....</b>	<b>8,317</b>	<b>7,494</b>	<b>8,317</b>	<b>8,317</b>	<b>8,317</b>	<b>8,317</b>	<b>8,317</b>

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

## Division 47 **National Trust of Australia (WA)**

### Part 11 **Planning and Land Use**

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 90 Net amount appropriated to deliver services .....	3,184	3,185	3,354	3,809	3,895	3,972	4,082
Total appropriations provided to deliver services.....	3,184	3,185	3,354	3,809	3,895	3,972	4,082
<b>CAPITAL</b>							
Item 155 Capital Appropriation.....	435	435	435	435	435	435	435
<b>TOTAL APPROPRIATIONS .....</b>	<b>3,619</b>	<b>3,620</b>	<b>3,789</b>	<b>4,244</b>	<b>4,330</b>	<b>4,407</b>	<b>4,517</b>
<b>EXPENSES</b>							
Total Cost of Services .....	5,776	8,577	6,875	7,442	6,999	7,077	7,188
Net Cost of Services <sup>(a)</sup> .....	3,250	3,930	4,238	4,382	3,938	4,123	4,162
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>2,554</b>	<b>3,323</b>	<b>1,457</b>	<b>1,257</b>	<b>1,057</b>	<b>749</b>	<b>512</b>

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

(b) As at 30 June each financial year.

#### **Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Trust's Income Statement since presentation of the 2022-23 Budget to Parliament on 12 May 2022, are outlined below:

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>Other</b>					
Appointment of Caretakers.....	-	479	496	514	532
Public Sector Wages Policy .....	169	150	176	220	297

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

1. The Trust will maintain its focus on the conservation, interpretation, activation and adaptive reuse of heritage places and management of its collections. While the management of conservation works, including maintenance, will remain a priority to revitalise and activate these properties to enable better outcomes for Government, there will be increased focus on cultural landscapes associated with the places.
2. The Trust will continue to work on enhancing the value, awareness and public participation in heritage through increased focus on community engagement, delivered through formal and non-formal schools, public education programs and events.
3. The Trust will continue to promote public investment and participation in heritage through its community-based public tax-deductible appeals, its focus on Aboriginal heritage, visitation to its places open to the public, and its natural heritage conservation and stewardship programs.
4. The Trust will continue to enhance its volunteer programs to assist with the activation of National Trust places.



## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future.	1. Conservation and Management of Built Heritage 2. Heritage Services to the Community

### Service Summary

Expense	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
1. Conservation and Management of Built Heritage .....	3,384	4,927	3,950	4,038	3,578	3,638	3,731
2. Heritage Services to the Community .....	2,392	3,650	2,925	3,404	3,421	3,439	3,457
<b>Total Cost of Services .....</b>	<b>5,776</b>	<b>8,577</b>	<b>6,875</b>	<b>7,442</b>	<b>6,999</b>	<b>7,077</b>	<b>7,188</b>

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
<b>Outcome: Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future:</b>					
Percentage of planned conservation performed to enable community access to National Trust places .....	0.5%	1.7%	1.8%	0.5%	1
Number of people accessing, engaging, attending National Trust places and receiving heritage services .....	21,180	22,885	24,092	25,297	2

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

**Explanation of Significant Movements**

(Notes)

1. The percentage of planned conservation performed to enable community access to National Trust places is forecast to reduce in the 2023-24 Budget Target, relative to the 2022-23 Estimated Actual, as the amount of conservation work being carried out is based on the current approved Strategic Asset Plan and funding that the Trust can source through grant applications.
2. The 2023-24 Budget Target for the number of people accessing, engaging, attending National Trust places and receiving heritage services is higher than in previous years, reflecting tourism within the State returning to pre-pandemic levels.

**Services and Key Efficiency Indicators****1. Conservation and Management of Built Heritage**

As a key service, the Trust has the role of providing conservation to government and community heritage properties and places including the operation of a major public appeals program with a key focus on conservation works.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 3,384	\$'000 4,927	\$'000 3,950	\$'000 4,038	1
Less Income .....	2,005	2,972	2,383	2,758	1
Net Cost of Service .....	1,379	1,955	1,567	1,280	
<b>Employees (Full-Time Equivalents) .....</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	
<b>Efficiency Indicators</b>					
Average operating cost per place managed .....	\$31,361	\$46,481	\$36,574	\$33,878	1

**Explanation of Significant Movements**

(Notes)

1. The decreases in the 2022-23 Estimated Actual for Total Cost of Service, income, and average operating cost per place managed compared to the 2022-23 Budget mainly reflect the impact of recognising income and expenditure relating to heritage appeals and foundation activities in accordance with AASB 15: *Revenue from Contracts with Customers* and AASB 1058: *Income of Not-for-Profit Entities*.

**2. Heritage Services to the Community**

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 2,392	\$'000 3,650	\$'000 2,925	\$'000 3,404	1
Less Income .....	521	1,675	254	302	1
Net Cost of Service .....	1,871	1,975	2,671	3,102	
<b>Employees (Full-Time Equivalents) .....</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>23</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average operating cost per person accessing, engaging, attending National Trust places and heritage services provided .....	\$113	\$160	\$121	\$135	1

## Explanation of Significant Movements

(Notes)

1. The decreases in the 2022-23 Estimated Actual for the Total Cost of Service, income, and average operating cost per person compared to the 2022-23 Budget mainly reflect the impact of recognising income and expenditure relating to heritage appeals and foundation activities in accordance with AASB 15 and AASB 1058. The 2023-24 Budget Targets include additional expenditure relating to the appointment of caretakers to ensure the Trust's buildings are clean and available for public visitors. As a consequence of changes to State employment laws starting June 2022 (*Industrial Relations Legislation Amendment Act 2021*), volunteer wardens previously appointed by the Trust are now considered to be employees.
2. The increase in the number of full-time equivalents (FTEs) in the 2023-24 Budget Target reflects the additional staff to be employed as caretakers at National Trust places following changes in State employment laws.

## Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Asset Replacement - Wesleyan Chapel Repairs.....	556	410	410	146	-	-	-
Property Restoration - Lotterywest Land Covenanting Program .....	130	100	100	30	-	-	-
<b>COMPLETED WORKS</b>							
<b>Election Commitments</b>							
Property Restoration - Luisini Winery Nature Play Area....	400	400	400	-	-	-	-
<b>Other Completed Works</b>							
Asset Replacement							
2022-23 Program .....	50	50	50	-	-	-	-
Avondale Farm Repairs.....	110	110	110	-	-	-	-
Property Restoration							
2021-22 Program .....	638	638	241	-	-	-	-
2022-23 Program .....	650	650	650	-	-	-	-
Collie Roundhouse Restoration .....	999	999	78	-	-	-	-
Lotterywest Conservation Project .....	1,974	1,974	39	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement							
2023-24 Program .....	50	-	-	50	-	-	-
2024-25 Program .....	50	-	-	-	50	-	-
2025-26 Program .....	50	-	-	-	-	50	-
2026-27 Program .....	50	-	-	-	-	-	50
Property Restoration							
2023-24 Program .....	650	-	-	650	-	-	-
2024-25 Program .....	650	-	-	-	650	-	-
2025-26 Program .....	650	-	-	-	-	650	-
2026-27 Program .....	650	-	-	-	-	-	650
<b>Total Cost of Asset Investment Program.....</b>	<b>8,307</b>	<b>5,331</b>	<b>2,078</b>	<b>876</b>	<b>700</b>	<b>700</b>	<b>700</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			435	435	435	435	435
Drawdown from the Holding Account.....			265	265	265	265	265
Internal Funds and Balances.....			758	-	-	-	-
Other .....			520	146	-	-	-
Other Grants and Subsidies .....			100	30	-	-	-
<b>Total Funding .....</b>			<b>2,078</b>	<b>876</b>	<b>700</b>	<b>700</b>	<b>700</b>

## Financial Statements

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	2,631	3,290	3,459	3,961	3,674	3,736	3,831
Supplies and services .....	1,640	3,432	1,551	1,626	1,470	1,486	1,502
Accommodation .....	247	383	383	383	383	383	383
Depreciation and amortisation .....	714	655	655	655	655	655	655
Other expenses .....	544	817	827	817	817	817	817
<b>TOTAL COST OF SERVICES .....</b>	<b>5,776</b>	<b>8,577</b>	<b>6,875</b>	<b>7,442</b>	<b>6,999</b>	<b>7,077</b>	<b>7,188</b>
<b>Income</b>							
Sale of goods and services .....	1	200	200	200	200	200	200
Grants and subsidies .....	419	-	-	-	-	-	-
Other revenue .....	2,106	4,447	2,437	2,860	2,861	2,754	2,826
<b>Total Income .....</b>	<b>2,526</b>	<b>4,647</b>	<b>2,637</b>	<b>3,060</b>	<b>3,061</b>	<b>2,954</b>	<b>3,026</b>
<b>NET COST OF SERVICES .....</b>	<b>3,250</b>	<b>3,930</b>	<b>4,238</b>	<b>4,382</b>	<b>3,938</b>	<b>4,123</b>	<b>4,162</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	3,184	3,185	3,354	3,809	3,895	3,972	4,082
Grants from Government .....	455	-	-	-	-	-	-
Other revenues .....	-	802	1,322	706	-	-	-
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>3,639</b>	<b>3,987</b>	<b>4,676</b>	<b>4,515</b>	<b>3,895</b>	<b>3,972</b>	<b>4,082</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>389</b>	<b>57</b>	<b>438</b>	<b>133</b>	<b>(43)</b>	<b>(151)</b>	<b>(80)</b>

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

(b) The FTEs for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 27, 29 and 37 respectively.

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	2,125	2,071	1,228	1,028	828	520	283
Restricted cash .....	429	1,252	229	229	229	229	229
Holding Account receivables .....	265	265	265	265	265	265	265
Receivables .....	180	328	313	382	84	236	388
Other.....	2,752	34	2,752	2,752	2,752	2,752	2,752
<b>Total current assets .....</b>	<b>5,751</b>	<b>3,950</b>	<b>4,787</b>	<b>4,656</b>	<b>4,158</b>	<b>4,002</b>	<b>3,917</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	3,863	4,253	4,253	4,643	5,033	5,423	5,813
Property, plant and equipment.....	113,475	104,495	114,903	115,129	115,829	115,879	115,929
Intangibles .....	215	207	215	215	215	215	215
Other.....	91	89	91	91	91	91	91
<b>Total non-current assets .....</b>	<b>117,644</b>	<b>109,044</b>	<b>119,462</b>	<b>120,078</b>	<b>121,168</b>	<b>121,608</b>	<b>122,048</b>
<b>TOTAL ASSETS .....</b>	<b>123,395</b>	<b>112,994</b>	<b>124,249</b>	<b>124,734</b>	<b>125,326</b>	<b>125,610</b>	<b>125,965</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	712	748	712	712	712	712	712
Payables .....	141	73	122	39	94	94	94
Other.....	2,160	735	2,160	2,160	2,305	2,305	2,305
<b>Total current liabilities .....</b>	<b>3,013</b>	<b>1,556</b>	<b>2,994</b>	<b>2,911</b>	<b>3,111</b>	<b>3,111</b>	<b>3,111</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	99	105	99	99	99	99	99
Other.....	701	843	701	701	701	701	701
<b>Total non-current liabilities .....</b>	<b>800</b>	<b>948</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>
<b>TOTAL LIABILITIES.....</b>	<b>3,813</b>	<b>2,504</b>	<b>3,794</b>	<b>3,711</b>	<b>3,911</b>	<b>3,911</b>	<b>3,911</b>
<b>EQUITY</b>							
Contributed equity .....	29,186	29,278	29,621	30,056	30,491	30,926	31,361
Accumulated surplus/(deficit).....	59,834	58,683	60,272	60,405	60,362	60,211	60,131
Reserves.....	30,562	22,529	30,562	30,562	30,562	30,562	30,562
<b>Total equity .....</b>	<b>119,582</b>	<b>110,490</b>	<b>120,455</b>	<b>121,023</b>	<b>121,415</b>	<b>121,699</b>	<b>122,054</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>123,395</b>	<b>112,994</b>	<b>124,249</b>	<b>124,734</b>	<b>125,326</b>	<b>125,610</b>	<b>125,965</b>

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

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	2,529	2,530	2,699	3,154	3,240	3,317	3,427
Capital appropriation .....	435	435	435	435	435	435	435
Holding Account drawdowns .....	265	265	265	265	265	265	265
Other.....	300	802	1,322	706	-	-	-
<b>Net cash provided by Government .....</b>	<b>3,529</b>	<b>4,032</b>	<b>4,721</b>	<b>4,560</b>	<b>3,940</b>	<b>4,017</b>	<b>4,127</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(2,635)	(3,283)	(3,452)	(3,954)	(3,667)	(3,729)	(3,824)
Supplies and services .....	(1,640)	(3,595)	(1,714)	(1,789)	(1,633)	(1,649)	(1,665)
Accommodation .....	(247)	(366)	(366)	(366)	(366)	(366)	(366)
GST payments .....	(160)	(270)	(270)	(270)	(270)	(270)	(270)
Other payments.....	(544)	(694)	(704)	(694)	(694)	(694)	(694)
<b>Receipts</b>							
Grants and subsidies.....	419	-	-	-	-	-	-
Sale of goods and services.....	1	200	200	200	200	200	200
GST receipts .....	302	270	270	270	270	270	270
Other receipts .....	3,263	4,306	2,296	2,719	2,720	2,613	2,685
<b>Net cash from operating activities .....</b>	<b>(1,241)</b>	<b>(3,432)</b>	<b>(3,740)</b>	<b>(3,884)</b>	<b>(3,440)</b>	<b>(3,625)</b>	<b>(3,664)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(735)	(800)	(2,078)	(876)	(700)	(700)	(700)
Other payments.....	(2,722)	-	-	-	-	-	-
<b>Net cash from investing activities.....</b>	<b>(3,457)</b>	<b>(800)</b>	<b>(2,078)</b>	<b>(876)</b>	<b>(700)</b>	<b>(700)</b>	<b>(700)</b>
Cash assets at the beginning of the reporting period .....	3,723	3,523	2,554	1,457	1,257	1,057	749
<b>Cash assets at the end of the reporting period .....</b>	<b>2,554</b>	<b>3,323</b>	<b>1,457</b>	<b>1,257</b>	<b>1,057</b>	<b>749</b>	<b>512</b>

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