

Part 4

Jobs and Economic Development

Introduction

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

Summary of Recurrent and Asset Investment Expenditure

Agency	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Jobs, Tourism, Science and Innovation		
– Total Cost of Services	458,377	636,461
– Asset Investment Program	321	6,116
Primary Industries and Regional Development		
– Total Cost of Services	581,541	657,334
– Asset Investment Program	23,261	73,075
Mines, Industry Regulation and Safety		
– Total Cost of Services	371,952	397,155
– Asset Investment Program	9,262	13,513
Gold Corporation		
– Asset Investment Program	25,334	20,837
Western Australian Meat Industry Authority		
– Asset Investment Program	450	450

Agency	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Small Business Development Corporation		
– Total Cost of Services	17,609	16,764
– Asset Investment Program	49	120
Rural Business Development Corporation		
– Total Cost of Services	443	446
Economic Regulation Authority		
– Total Cost of Services	14,886	17,868
Infrastructure WA		
– Total Cost of Services	5,419	6,266
Forest Products Commission		
– Asset Investment Program	33,492	28,416
Racing and Wagering Western Australia		
– Asset Investment Program	10,819	9,383
Western Australian Greyhound Racing Association		
– Asset Investment Program	1,039	300
The Burswood Park Board		
– Asset Investment Program	3,917	380

Ministerial Responsibilities

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

Minister	Agency	Services
Minister for Environment; Climate Action; Racing and Gaming	Racing and Wagering Western Australia	n.a.
	Western Australian Greyhound Racing Association	n.a.
	The Burswood Park Board	n.a.

Division 14 **Jobs, Tourism, Science and Innovation**

Part 4 **Jobs and Economic Development**

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
DELIVERY OF SERVICES							
Item 41 Net amount appropriated to deliver services	254,145	453,515	390,521	398,035	276,052	199,916	197,467
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,520	1,533	1,533	1,538	1,543	1,582	1,621
Total appropriations provided to deliver services.....	255,665	455,048	392,054	399,573	277,595	201,498	199,088
ADMINISTERED TRANSACTIONS							
Item 42 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	24,768	21,816	28,405	21,691	9,999	9,999	9,999
CAPITAL							
Item 125 Capital Appropriation.....	1,847	3,696	1,696	5,741	3,741	3,741	1,741
TOTAL APPROPRIATIONS	282,280	480,560	422,155	427,005	291,335	215,238	210,828
EXPENSES							
Total Cost of Services	274,267	508,912	458,377	636,461	455,139	320,728	220,233
Net Cost of Services ^(a)	262,368	502,970	453,256	629,256	447,934	314,819	215,651
CASH ASSETS ^(b)	97,756	87,816	116,333	78,717	45,427	19,666	19,811

(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
New Initiatives					
Attracting Skilled Migrants ^(a)	1,000	1,000	140	140	140
Biodiscovery Bill.....	-	300	300	-	-
Climate Action Fund					
Climate Adaptation	-	1,701	1,605	-	-
Collie Industrial Transition Fund	5,000	65,000	65,000	65,000	-
Green Energy Approvals	263	951	960	970	976
Digital Economy Strategy ^(a)	-	309	191	-	-
Intellectual Property Policy	-	350	450	300	300
Kimberley Flood Tourism Recovery Package ^(a)	5,900	-	-	-	-
Tourism Workforce Development	1,486	2,309	120	-	-
Ongoing Initiatives					
2023 Total Solar Eclipse ^(a)	6,874	-	-	-	-
Affordable Airfares Program ^(a)	-	3,000	-	-	-
Australia-China Natural Gas Technology Partnership	228	250	-	-	-
Australian Marine Complex Studies.....	975	-	-	-	-
Business Events Perth	-	-	5,000	-	-

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
Climate Action Fund					
Decarbonisation of Heavy Industry	-	1,300	-	-	-
Hydrogen Fuelled Transport	-	5,000	5,000	-	-
Renewable Hydrogen	-	1,000	2,000	-	-
Defence Science Centre	254	20	20	20	20
Edith Cowan University Inner City Campus ^(b)	15,000	-	15,000	19,000	-
Event Tourism	(1,800)	18,855	5,030	(3,300)	-
Future Battery and Critical Minerals Industry ^(a)	-	1,700	-	-	-
Global Marketing Campaign	-	6,000	-	-	-
Hydrogen Hubs	4,260	7,077	483	489	492
International Education	7,195	8,901	3,406	411	415
Invest and Trade Western Australia ^(a)	-	7,289	6,947	6,947	7,019
Investment Attraction Fund	4,800	50,100	50,100	-	-
LNG Jobs Taskforce	-	1,000	1,000	-	-
New Industries Fund ^(a)	-	4,541	4,559	-	-
Oakajee Strategic Industrial Area Access Road	-	7,000	-	-	-
Onslow Community Development Fund	(1,496)	1,450	2,150	650	(677)
Orbital Corporation Limited ^(c)	4,500	1,500	2,486	-	-
Pilbara Strategic Industrial Areas	1,926	2,522	831	840	846
Premier's Science Awards	30	30	30	30	30
Reconnect WA - Skilled Workers ^(d)	(1,000)	-	-	-	-
Science Research Grants	(204)	377	1,287	1,218	1,445
Scitech Discovery Centre	-	860	860	860	860
Other					
Additional Accommodation Requirements	185	148	654	1,176	1,206
Public Sector Wages Policy	2,594	2,381	3,015	3,782	1,295

(a) Existing Department spending has been reprioritised to meet some or all of the costs of this initiative.

(b) This spending has been transferred from Treasury Administered Transactions (authorised under section 25(4) of the *Financial Management Act 2006*).

(c) This represents the conversion of an existing loan to grant payments, dependent on the achievement of contracted milestones.

(d) This program has been transferred to the Department of the Premier and Cabinet.

Significant Issues Impacting the Agency

Diversifying the Western Australian Economy

- The Department is the lead agency for the implementation of Diversify WA, the Government's economic development framework. As part of this work, the Department:
 - fosters the development of Western Australian industry to grow the economy and create jobs across priority sectors, including energy, tourism, events and creative industries, international education, defence industries, mining and mining equipment, technology and services, space industries, health and medical life sciences, and primary industries;
 - has recently released Future State: Accelerating Diversify WA, which sets out nine targeted and strategic investment opportunities to unlock and accelerate the path to economic diversification, and seven key enablers to accelerate growth across multiple sectors and ensure Western Australia is business ready; and
 - promotes the State as a place to visit, work, study and do business, including attracting international students, tourists, skilled workers and business investors to Western Australia.
- With ongoing tight labour market conditions, the Department continues to support the attraction of skilled workers to Western Australia. This is achieved through campaigns, in-market activities and Ministerial missions, and continuing to work with Training and Workforce Development on skilled worker attraction initiatives.

Climate Change

3. The Department is supporting the Government's commitment to taking action on climate change and achieving net zero emissions by 2050. This includes:
 - 3.1. supporting the decarbonisation of heavy industry, such as oil and gas, mining and mineral processing, and manufacturing;
 - 3.2. spending \$1.3 million to undertake targeted studies that will inform the Heavy Industry Sectoral Emissions Reduction Strategy and support the State to meet its Western Australian Climate Policy commitments; and
 - 3.3. identifying policy, regulatory and infrastructure requirements to ensure the State keeps pace with technology developments and requirements to unlock the transformational potential of large-scale, low-cost green energy projects.

Support Energy Transition

4. The Department is supporting the Government's commitment to transition the energy sector towards cleaner energy sources. This includes:
 - 4.1. leveraging the Investment Attraction Fund to support and attract investment in new energy industries;
 - 4.2. facilitating smoother and faster project approvals through a new dedicated cross-government Green Energy Approvals team;
 - 4.3. growing a globally competitive renewable hydrogen industry, driving related downstream processing opportunities, and undertaking a refresh of the Western Australian Renewable Hydrogen Strategy;
 - 4.4. continuing to implement the Future Battery and Critical Minerals Industries Strategy to grow participation in global battery and critical minerals supply chains, and promote investment opportunities; and
 - 4.5. supporting industry to collaborate on decarbonisation initiatives through the Western Australian LNG Jobs Taskforce to develop the State's offshore oil and gas decommissioning industry and to investigate carbon capture and storage opportunities.

Major Projects, Infrastructure and Project Ready Land

5. The Department is responsible for leading the planning and development of the State's Strategic Industrial Areas (SIAs) and facilitating a range of complex major projects aligned to key priorities including economic diversification, job creation, skills and workforce development and regional growth. This includes:
 - 5.1. supporting the delivery of infrastructure to activate SIAs to facilitate new energy export industries, support decarbonisation, and generate economic development opportunities for the State;
 - 5.2. advising the Industrial Lands Panel on the allocation of land in SIAs, to support the transformation of these sites into globally competitive, multi-product industrial precincts;
 - 5.3. attracting common user infrastructure funding from the Commonwealth Government through key initiatives such as the National Reconstruction Fund;
 - 5.4. progressing infrastructure projects at the Australian Marine Complex;
 - 5.5. supporting the transformation of the Western Trade Coast into a Global Advanced Industries Hub to grow the State's advanced manufacturing capabilities and maximise participation in global supply chains; and
 - 5.6. facilitating the development of major projects, including administering State Agreements on behalf of the Government, and improving regulatory processes through Streamline WA, the Lead Agency Framework and enhanced case management.

Attracting Investment and New Industries to Western Australia

6. Through Invest and Trade Western Australia, the Department is assisting exporters to access international markets and promoting Western Australia as an attractive investment destination. In addition to direct assistance to exporters and investors, the Department is:
 - 6.1. growing the Invest and Trade Western Australia global network, with \$10.1 million committed to establish a new Americas hub in Austin, Texas;
 - 6.2. expanding the activities of Invest and Trade Western Australia's Perth hub to deliver an extensive program of investment attraction and trade promotion activities;
 - 6.3. managing the \$285 million Investment Attraction Fund to help grow and diversify the economy, create local and sustainable jobs, and support a more proactive approach to industry-led diversification proposals; and
 - 6.4. advocating for the State's interests in Free Trade Agreement negotiations and supporting Western Australian government agencies on reporting and compliance in relation to *Australia's Foreign Relations (State and Territory Arrangements) Act 2020* (Cth).
7. The Department is also supporting the diverse range of industries identified in Diversify WA that underpin the State's investment and trade ecosystem. As part of this work, the Department is:
 - 7.1. supporting the international education sector by developing and implementing initiatives to attract, retain and grow the pipeline of students from key international markets. This includes additional spending for dedicated marketing campaign activities and the continuation of the International Student Accommodation Subsidy and the English Language Intensive Courses for Overseas Students Bursary;
 - 7.2. through Defence West:
 - 7.2.1. implementing initiatives and exploring opportunities to advance strategic partnerships between industry and defence and expand Western Australia's role within defence supply chains;
 - 7.2.2. collaborating with the Commonwealth Government, including by supporting the delivery of Australia's AUKUS nuclear-powered submarine pathway, driving the State's participation in the construction and sustainment of Australia's new submarine fleet;
 - 7.2.3. monitoring and assessing implications for Western Australia following the release of the Commonwealth Government's Defence Strategic Review; and
 - 7.2.4. managing the Veterans Issues portfolio, which supports the veteran community by assisting many ex-service organisations and includes administering the ANZAC Day Trust and delivering on the Veteran Support Dogs program;
 - 7.3. supporting the growth of the State's space industry, development of local capability, and creation of new jobs to advance Western Australia's opportunity to become the Southern Hemisphere's global hub for space mission operations and exploration;
 - 7.4. facilitating investment in the State's large-scale renewable hydrogen projects, promoting Western Australia's renewable hydrogen capabilities to key global offtake partners and exploring opportunities for bilateral partnerships that will allow international hydrogen value chains to be developed and scaled rapidly; and
 - 7.5. implementing the Western Australian Health and Medical Life Science Industry Strategy, in partnership with WA Health, to position Western Australia to capitalise on the growing demand for health, medical technology, biotechnology, pharmaceuticals and health and wellness products and to move along the value chain from research to product development and commercialisation.

Tourism

8. Tourism WA is supporting the recovery and growth of the tourism sector and ensuring Western Australia remains best placed to attract international events and tourists. This support includes:
 - 8.1. an additional \$10 million investment to secure major one-off and blockbuster events to drive visitation, such as sporting, arts and cultural, and mass participation events;
 - 8.2. an additional \$5 million to secure business events that attract investment, trade and talent, and promote Western Australia's world-leading expertise and diverse economy;
 - 8.3. improving access to Western Australia via the Aviation Recovery Fund through developing partnerships with airlines, constructing aviation business cases and organising in-market meetings and trade missions. International flights into Western Australia recovered to 77% of pre-COVID-19 pandemic levels within 12 months of the border opening;
 - 8.4. addressing workforce challenges through the delivery of workforce attraction and upskilling activities, as part of the \$3.9 million Tourism Workforce Development Program;
 - 8.5. building Western Australia's density and diversity of attractions and accommodation inventory to remain globally competitive through the National Parks Tourism Experience Development Program and the implementation of the Jina Plan; and
 - 8.6. marketing activity, targeted sector support, and affordable airfares to encourage visitors to holiday in the Kimberley to support tourism and associated businesses following the floods that devastated the region in early 2023.

Local and Regional Communities and Job Creation

9. The Department is developing and promoting opportunities that support local industry and create local jobs. As part of this work, the Department is:
 - 9.1. working with the Commonwealth Government, industry and unions to identify and support advanced manufacturing opportunities and capabilities, including supporting local iron ore railcar wagon manufacturing and local wind turbine manufacturing;
 - 9.2. supporting local businesses, including through the Local Capability Fund to increase their competitiveness;
 - 9.3. implementing initiatives to promote and support access to government contracts and procurement opportunities, including through the Western Australian Industry Participation Strategy and an ongoing program of regional business engagement forums;
 - 9.4. managing the Call Centre and Back Office Processing scheme that creates entry-level jobs in a digital technology intensive industry;
 - 9.5. managing the \$80 million Native Forestry Transition Plan, to support workers, businesses and communities in the South West to transition out of native forestry, following the Government's commitment to end logging of the State's native forests from 2024; and
 - 9.6. supporting the Collie Delivery Unit with a range of initiatives designed to transition the Collie economy from its dependence on coal by investing to attract new and emerging industries and drive major projects that will create sustainable jobs.

Enabling Science

10. Science enables economic development through improvements to the productivity, resilience and competitiveness of the economy. The Department is:
 - 10.1. building skills, engagement and understanding in science, technology, engineering and mathematics (STEM), including implementing the STEM skills strategy and continuing to support Scitech to deliver its important program and services to inspire current and future generations to engage in STEM;
 - 10.2. facilitating research collaboration through Cooperative Research Centres, the Western Australian Biodiversity Science Institute and the Western Australian Marine Science Institution;

- 10.3. developing research excellence through the Premier's Science Awards, Premier's Science Fellowship Program, International Centre for Radio Astronomy Research, and Pawsey Supercomputing Research Centre; and
- 10.4. marketing Western Australia as an important strategic partner in Space Operations and Health and Medical Life Sciences by bidding for and hosting national and global conferences to showcase Western Australia's unique positioning in terms of expertise and capabilities.

Growing Innovation and the Digital Economy

11. To grow innovation and the digital economy, the Department is:

- 11.1. supporting innovation and new industries through a \$9.1 million expansion of the New Industries Fund. This expansion will further drive innovation, develop and attract entrepreneurs, create jobs, and deliver targeted support for female and Indigenous founders and businesses seeking to commercialise their products;
- 11.2. providing a clear ten-year vision for the State to become a globally-renowned hub of invention, investment, innovation and impact through the recent publication of the Innovation Strategy;
- 11.3. investing \$500,000 to develop a Digital Economy Strategy to assist Western Australia with its digital transformation, grow local capability and enable industry to leverage opportunities through the digital economy;
- 11.4. promoting Western Australia as a leading, strategic and regional digital hub for the development of data centre facilities growth;
- 11.5. supporting four Innovation Hubs: Cyber Security; Life Sciences; Data Science and Creative Technologies to build capability, economic resilience, jobs and connect small and medium-sized enterprises to local, national and international networks; and
- 11.6. supporting three new early-stage venture funds (Purpose Ventures Fund, FundWA and Quokka Capital) through the Western Australian Venture Support pilot program.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

Expense	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. International Engagement, Trade and Investment	32,535	153,756	113,523	203,226	106,281	42,846	40,061
2. Project Facilitation	22,685	35,324	34,802	37,547	22,371	21,730	19,751
3. Industry Development	73,235	105,033	110,510	173,292	125,584	110,809	23,967
4. Science and Innovation	39,036	47,538	49,777	49,425	48,065	39,282	38,297
5. Destination Marketing	52,228	76,595	64,688	73,671	71,790	47,121	39,968
6. Event Tourism	35,308	70,693	66,891	74,912	62,748	46,891	49,339
7. Tourism Destination Development	19,240	19,973	18,186	24,388	18,300	12,049	8,850
Total Cost of Services	274,267	508,912	458,377	636,461	455,139	320,728	220,233

Outcomes and Key Effectiveness Indicators ^(a)

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Outcome: Provide leadership in the development of Western Australian industry sectors to grow the economy and create jobs:					
Stakeholder satisfaction with the Department's effectiveness in providing leadership in the development of Western Australian industry sectors ^(b)	7.5	7.5	7.5	7.5	
Growth in key industries for economic diversification ^(c)	6.9%	3.5%	8.1%	4.3%	1,2
Share of Western Australia's merchandise exports in key markets for diversification	11.2%	11%	11.3%	11.5%	
Western Australia's share of Australia's international student enrolments	5.6%	5.7%	6.4%	6.5%	3
Outcome: Increased competitiveness and viability of the Western Australia tourism industry:					
Total dollar amount spent by visitors in Western Australia	\$10.4 billion	\$11.8 billion	\$14 billion	\$14.9 billion	4
Total overnight visitors to/within Western Australia	9.8 million	11.3 million	10.9 million	11.5 million	
Western Australia's market share of international visitor spend in Australia	n.a.	7.6%	8.3%	8%	5
Number of tourism jobs filled (direct and indirect) in Western Australia ^(d)	n.a.	n.a.	n.a.	94,000	
Percentage of visitors very likely to recommend visiting Western Australia	86%	84%	83%	84%	
Ratio of funds provided by the tourism industry to Tourism WA's investment in co-operative marketing	1.1:1	1:1	1.1:1	1:1	
Direct economic impact of major events sponsorship	\$30.4 million	\$71.8 million	\$90.2 million	\$69.4 million	6

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

(b) Expressed as a rating out of 10 and based on the average rating of survey respondents.

(c) This indicator is reported with a one-year time lag due to the timing of the release of the Australian National Accounts data.

(d) This is a new indicator that replaces number of persons employed directly or indirectly by tourism in Western Australia. The Commonwealth Government has amended its source data and this new indicator focuses on jobs rather than persons, broadens the definition of tourism jobs and includes jobs filled by non residents. The change in source data and measurement means that no 2021-22 Actual is available for reporting. Given this indicator is new, no 2022-23 Budget was set. There has been a delay in the receipt of this data from the Commonwealth Government, as such a 2022-23 Estimated Actual is not available at this time.

Explanation of Significant Movements

(Notes)

- The increase in the 2022-23 Estimated Actual compared to the 2022-23 Budget is reflective of the State's strong domestic economy. Diversification sectors grew at stronger rates than the State's overall economy.

2. Whilst lower than the 2022-23 Estimated Actual, the 2023-24 Budget Target aims for continued solid growth across economic diversification industries.
3. Compared to the 2022-23 Budget, the increase in the 2022-23 Estimated Actual is due to a higher than expected number of student enrolments for the 2023 academic year.
4. The increase in the 2022-23 Estimated Actual compared to the 2022-23 Budget is due to a higher than expected domestic visitor spend.
5. A 2021-22 Actual is not available for this indicator, as data was not collected by the Commonwealth Government during this period due to the impacts of the COVID-19 pandemic.
6. The increase in the 2022-23 Estimated Actual compared to the 2022-23 Budget, and subsequently the decrease in the 2023-24 Budget Target, is due to a higher number of major events during 2022-23 which is largely attributable to events deferred from previous years that were impacted by COVID-19 restrictions.

Services and Key Efficiency Indicators

1. International Engagement, Trade and Investment

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 32,535	\$'000 153,756	\$'000 113,523	\$'000 203,226	1,2
Less Income	349	221	225	262	
Net Cost of Service	32,186	153,535	113,298	202,964	
Employees (Full-Time Equivalents)	78	78	86	94	
Efficiency Indicators					
Ratio of Total Cost of Services to Gross State Product ^(a)	1:2,386	1:1,006	1:1,426	1:821	3,4

(a) For this efficiency indicator, the Total Cost of Services comprises Services 1 to 4.

Explanation of Significant Movements

(Notes)

1. The decrease in the 2022-23 Estimated Actual compared to the 2022-23 Budget is largely due to the deferral of spending from 2022-23 to across 2023-24 and 2024-25 relating to the Investment Attraction Fund and International Education programs.
2. The increase in the 2023-24 Budget Target compared to the 2022-23 Estimated Actual is primarily due to the deferral of spending from 2022-23 relating to the Investment Attraction Fund and International Education programs, as well as increased spending on Invest and Trade Western Australia.
3. The increase in the 2022-23 Estimated Actual compared to the 2022-23 Budget is driven by both a decrease in Total Cost of Services for Services 1 to 4 and an increase in Gross State Product.
4. The decrease in the 2023-24 Budget Target compared to the 2022-23 Estimated Actual is mostly due to an increase in Total Cost of Services for Services 1 to 4.

2. Project Facilitation

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	22,685	35,324	34,802	37,547	
Less Income	483	366	373	407	
Net Cost of Service	22,202	34,958	34,429	37,140	
Employees (Full-Time Equivalents)	92	93	104	111	1

Explanation of Significant Movements

(Notes)

1. The increase in full-time equivalents (FTEs) in the 2022-23 Estimated Actual compared to the 2022-23 Budget is mainly due to additional employees to undertake Strategic Industrial Areas work and implement the Green Energy Approvals team.

3. Industry Development

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	73,235	105,033	110,510	173,292	1
Less Income	7,201	3,542	2,689	4,682	
Net Cost of Service	66,034	101,491	107,821	168,610	
Employees (Full-Time Equivalents)	84	86	93	94	

Explanation of Significant Movements

(Notes)

1. Compared to the 2022-23 Estimated Actual, the increase in the 2023-24 Budget Target is predominantly due to spending from the Collie Industrial Transition Fund, to support the transition of the Collie economy from its dependence on coal.

4. Science and Innovation

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	39,036	47,538	49,777	49,425	
Less Income	1,769	473	494	514	
Net Cost of Service	37,267	47,065	49,283	48,911	
Employees (Full-Time Equivalents)	30	35	35	40	1

Explanation of Significant Movements

(Notes)

1. The increase in FTEs in the 2023-24 Budget Target compared to the 2022-23 Estimated Actual is mainly due to additional employees to deliver the expanded New Industries Fund.

5. Destination Marketing

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	52,228	76,595	64,688	73,671	1
Less Income	259	989	999	979	
Net Cost of Service	51,969	75,606	63,689	72,692	
Employees (Full-Time Equivalents)	59	58	62	59	
Efficiency Indicators					
Ratio of Tourism WA's Total Cost of Services to total visitor spend in Western Australia ^(a)	1:97	1:70	1:93	1:86	2

(a) For this efficiency indicator, Tourism WA's Total Cost of Services comprises Services 5 to 7.

Explanation of Significant Movements

(Notes)

1. The decrease in the 2022-23 Estimated Actual compared to the 2022-23 Budget, and the subsequent increase in the 2023-24 Budget Target, is largely due to the deferral of 2022-23 spending from the Aviation Recovery Fund to 2023-24, to reflect the revised timing of expenditure related to aviation agreements.
2. Compared to the 2022-23 Budget, the increase in the indicator for the 2022-23 Estimated Actual is driven by an increase in spending by visitors in Western Australia (from a forecast \$11.8 billion to an estimated actual of \$14 billion).

6. Event Tourism

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	35,308	70,693	66,891	74,912	1
Less Income	87	146	135	153	
Net Cost of Service	35,221	70,547	66,756	74,759	
Employees (Full-Time Equivalents)	21	21	21	23	

Explanation of Significant Movements

(Notes)

1. The increase in the 2023-24 Budget Target compared to the 2022-23 Estimated Actual is largely due to additional spending from the Major Events Fund in 2023-24.

7. Tourism Destination Development

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	19,240	19,973	18,186	24,388	1
Less Income	1,751	205	206	208	
Net Cost of Service	17,489	19,768	17,980	24,180	
Employees (Full-Time Equivalents)	22	29	32	32	2

Explanation of Significant Movements

(Notes)

1. The increase in the 2023-24 Budget Target compared to the 2022-23 Estimated Actual is largely due to the deferral of spending for some programs to 2023-24 to align with the expected timings of delivery.
2. The increase in FTEs in the 2022-23 Estimated Actual compared to the 2022-23 Budget is mostly due to additional employees to deliver the Tourism Workforce Development Program.

Asset Investment Program

1. The Government, as part of its \$10 million commitment, will invest \$8 million over the forward estimates period in land acquisitions to support the development of a wind turbine manufacturing industry in Western Australia.

	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
WORKS IN PROGRESS							
Rolling Asset Replacement Program	9,744	4,718	321	2,116	970	970	970
NEW WORKS							
Election Commitment - Wind Turbine Manufacturing	8,000	-	-	4,000	2,000	2,000	-
Total Cost of Asset Investment Program.....	17,744	4,718	321	6,116	2,970	2,970	970
FUNDED BY							
Capital Appropriation			150	4,150	2,150	2,150	150
Drawdown from the Holding Account.....			820	820	820	820	820
Internal Funds and Balances.....			(649)	1,146	-	-	-
Total Funding			321	6,116	2,970	2,970	970

Financial Statements

Income Statement

1. The \$51 million decrease in the Total Cost of Services in the 2022-23 Estimated Actual compared to the 2022-23 Budget is largely due to the deferral of spending, mostly to 2023-24, to realign expected delivery for a number of programs.
2. The \$178 million increase in the Total Cost of Services in the 2023-24 Budget Year compared to the 2022-23 Estimated Actual is mainly due to the deferral of some spending from 2022-23 and additional spending relating to the Investment Attraction Fund, the Collie Industrial Transition Fund, event tourism, and support of the State's investment and trade network.
3. The projected deficits across the forward estimates are largely the result of equity contributions (in particular, from the Climate Action Fund) to fund expenses.
4. Other revenue over the forward estimates largely comprises financial contributions made by Chevron Australia Pty Ltd to the State under the Ashburton North State Development Agreement.

Statement of Financial Position

5. The substantial cash asset balances across 2023-24 and 2024-25 are largely the result of a prior drawdown of service appropriation to the Investment Attraction Fund, with spending occurring over this period.

Statement of Cashflows

6. Significant other payments for operating activities over the forward estimates are largely for marketing activities.
7. Other receipts over the forward estimates largely comprises financial contributions made by Chevron Australia Pty Ltd to the State under the Ashburton North State Development Agreement.

INCOME STATEMENT (a)
(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
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	48,455	57,684	63,662	69,048	67,001	66,714	64,413
Grants and subsidies ^(c)	103,793	238,775	210,948	343,602	205,224	125,791	40,159
Supplies and services	102,083	186,095	155,878	203,663	167,732	115,504	102,912
Accommodation	4,130	5,475	5,572	5,284	5,804	6,341	6,371
Depreciation and amortisation	4,767	2,440	2,440	2,478	2,478	2,478	2,478
Finance and interest costs	63	162	162	169	169	169	169
Other expenses	10,976	18,281	19,715	12,217	6,731	3,731	3,731
TOTAL COST OF SERVICES	274,267	508,912	458,377	636,461	455,139	320,728	220,233
Income							
Grants and subsidies	9,510	-	995	20	20	20	20
Other revenue	2,389	5,942	4,126	7,185	7,185	5,889	4,562
Total Income	11,899	5,942	5,121	7,205	7,205	5,909	4,582
NET COST OF SERVICES	262,368	502,970	453,256	629,256	447,934	314,819	215,651
INCOME FROM GOVERNMENT							
Service appropriations	255,665	455,048	392,054	399,573	277,595	201,498	199,088
Resources received free of charge	1,738	2,128	2,128	1,164	1,164	1,164	1,164
Special Purpose Account(s) ^(d)							
Climate Action Fund	-	53,635	-	-	-	-	-
Digital Capability Fund	-	2,102	-	-	-	-	-
Royalties for Regions Fund							
Regional Community Services Fund	17,290	34,060	30,066	36,265	18,622	13,986	14,440
Other appropriations	3,724	22,605	5,892	38,395	33,193	8,350	1,250
Other revenues	600	600	600	600	600	600	600
TOTAL INCOME FROM GOVERNMENT	279,017	570,178	430,740	475,997	331,174	225,598	216,542
SURPLUS/(DEFICIENCY) FOR THE PERIOD	16,649	67,208	(22,516)	(153,259)	(116,760)	(89,221)	891

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

(b) The FTEs for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 386, 433 and 453 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
2023 Total Solar Eclipse	445	-	5,000	-	-	-	-
COVID-19 Response							
Reconnect WA							
Affordable Airfares	2,107	4,599	2,525	5,192	-	-	-
Student Attraction Incentive Scheme	1,506	1,000	7,750	-	-	-	-
Safe Transition Industry Support Package							
International Education Industry Support Program	-	-	3,425	-	-	-	-
Student Quarantine Support Program	2,554	-	1,685	-	-	-	-
Tourism Deposit Refund Program	900	-	-	-	-	-	-
Tourism Support Program	3,910	-	-	-	-	-	-
Travel Agent Support Program	2,715	-	-	-	-	-	-

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
Industry Development							
Australian Marine Complex Upgrades.....	31,900	-	-	-	-	-	-
Call Centre and Back Office Processing Scheme	4,300	4,590	4,110	3,020	3,393	4,493	4,584
Climate Adaptation Research	-	-	-	100	100	-	-
Collie Emergency Services Vehicle Manufacturing.....	-	-	25	-	-	-	-
Collie Futures Fund	2,368	3,444	6,075	4,000	1,000	-	-
Collie Industrial Transition Fund	-	-	3,425	63,040	63,035	63,030	-
Defence Science Centre.....	1,017	950	1,204	970	970	970	970
Defence West Other Grants	108	400	400	400	400	400	400
Edith Cowan University Inner City Campus...	-	-	15,000	-	15,000	19,000	-
Local Capability Fund	4,445	3,125	3,633	3,125	2,460	1,925	1,090
Local Manufacturing Investment Fund	-	6,000	-	12,000	-	-	-
Native Forestry Transition Plan							
Business Transition Program	-	15,000	25,000	1,500	400	-	-
Industry and Community Development Program.....	-	15,000	8,500	19,000	2,500	-	-
Workforce Transition Program	212	18,300	4,062	11,550	2,738	-	-
Onslow Community Development Fund.....	1,500	2,500	1,000	4,000	4,000	2,500	1,173
Orbital Corporation Limited ^(a)	1,500	-	4,500	1,500	2,486	-	-
Other Grants	10	-	-	-	-	-	-
Renewable Hydrogen.....	913	7,770	9,053	11,817	6,000	-	-
International Engagement, Trade and Investment							
International Education.....	1,184	16,016	13,016	11,125	1,625	1,625	1,625
Invest and Trade Western Australia.....	712	-	-	-	-	-	-
Investment Attraction Fund.....	-	85,119	39,100	140,928	58,184	1,590	-
Perth USAsia Centre	813	800	800	800	400	-	-
Other Grants	61	-	-	-	-	-	-
Project Facilitation							
Centre for Decommissioning Australia	-	2,000	2,000	2,000	500	500	-
Future Energy Exports Cooperative Research Centre	1,000	1,200	1,200	1,200	1,200	1,200	1,200
Gorgon Gas Carbon Dioxide Injection Project.....	100	100	100	100	100	100	100
Liquefied Natural Gas Operators Skills Framework	750	-	-	-	-	-	-
Oakajee Strategic Industrial Area Access Road	965	6,500	6,535	7,000	-	-	-
Other Grants	1,013	-	-	-	-	-	-
Precursor Cathode Active Material Manufacturing.....	-	5,000	-	-	-	-	-
Science and Innovation							
Australian Remote Operations for Space and Earth	-	1,000	3,500	1,050	1,000	600	50
Binar Space Program	-	1,000	1,000	500	500	450	50
Brandon BioCatalyst.....	110	110	110	110	110	110	110
COVID-19 Research - Western Australian Universities	-	100	-	100	-	-	-
National Collaborative Research Infrastructure Strategy	2,724	230	110	100	20	-	-
New Industries Fund	2,285	4,773	4,940	7,302	7,217	-	-
Perth Observatory	400	400	400	400	400	400	400
Science and Agribusiness Connect Program.....	341	170	189	40	-	-	-
Science Grants.....	23,288	23,625	23,346	23,591	24,826	24,998	27,007
Space Industry	2,077	3,029	3,361	647	10	-	-
University Sector Review.....	-	-	400	289	-	-	-
WA Health and Medical Life Sciences Industry Strategy Implementation.....	-	500	44	956	500	500	-
WA Life Sciences Innovation Hub.....	600	600	600	600	600	600	600
Tourism WA							
Aboriginal Tourism Fund	486	1,200	1,200	2,750	2,750	-	-
Dampier Peninsula Camping with Custodians Campgrounds.....	142	1,825	1,825	-	-	-	-
Other Industry Grants and Contributions.....	589	800	800	800	800	800	800
Tourism and Travel Agents Support Fund.....	1,743	-	-	-	-	-	-
TOTAL	103,793	238,775	210,948	343,602	205,224	125,791	40,159

(a) This represents the conversion of an existing loan to grant payments, dependent on the achievement of contracted milestones.

STATEMENT OF FINANCIAL POSITION ^(a)
(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
CURRENT ASSETS							
Cash assets	88,136	86,772	112,022	75,928	42,638	16,877	17,022
Restricted cash	8,542	292	3,233	1,711	1,711	1,711	1,711
Holding Account receivables	820	820	820	820	820	820	820
Receivables	3,535	12,642	3,535	3,535	3,535	3,535	3,535
Other.....	15,487	8,018	12,478	10,600	10,600	10,600	10,600
Total current assets	116,520	108,544	132,088	92,594	59,304	33,543	33,688
NON-CURRENT ASSETS							
Holding Account receivables	11,865	13,485	13,485	15,105	16,725	18,345	19,965
Property, plant and equipment.....	4,500	5,269	4,019	9,281	11,273	13,265	11,757
Intangibles	702	3,231	702	702	702	702	702
Restricted cash	1,078	752	1,078	1,078	1,078	1,078	1,078
Other.....	3,782	2,920	3,782	3,782	5,782	9,782	11,782
Total non-current assets	21,927	25,657	23,066	29,948	35,560	43,172	45,284
TOTAL ASSETS	138,447	134,201	155,154	122,542	94,864	76,715	78,972
CURRENT LIABILITIES							
Employee provisions	9,636	9,572	9,636	9,636	9,636	9,636	9,636
Payables	16,294	14,273	15,961	15,961	15,698	15,435	15,172
Borrowings and leases	1,841	1,330	1,858	1,854	1,854	1,854	754
Other.....	269	837	269	269	269	269	269
Total current liabilities	28,040	26,012	27,724	27,720	27,457	27,194	25,831
NON-CURRENT LIABILITIES							
Employee provisions	1,921	1,742	1,921	1,921	1,921	1,921	1,921
Borrowings and leases	2,514	1,085	2,589	2,632	2,547	2,462	1,977
Other.....	104	104	104	104	104	104	104
Total non-current liabilities	4,539	2,931	4,614	4,657	4,572	4,487	4,002
TOTAL LIABILITIES.....	32,579	28,943	32,338	32,377	32,029	31,681	29,833
EQUITY							
Contributed equity	66,063	70,013	105,527	226,135	315,565	386,985	390,199
Accumulated surplus/(deficit).....	39,767	35,245	17,251	(136,008)	(252,768)	(341,989)	(341,098)
Reserves	38	-	38	38	38	38	38
Total equity	105,868	105,258	122,816	90,165	62,835	45,034	49,139
TOTAL LIABILITIES AND EQUITY	138,447	134,201	155,154	122,542	94,864	76,715	78,972

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

STATEMENT OF CASHFLOWS ^(a)
(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
CASHFLOWS FROM GOVERNMENT							
Service appropriations.....	253,225	452,608	389,614	397,133	275,155	199,058	196,648
Capital appropriation	1,847	3,696	1,696	5,741	3,741	3,741	1,741
Holding Account drawdowns	820	820	820	820	820	820	820
Special Purpose Account(s)							
Climate Action Fund	-	53,635	49,315	112,533	80,203	65,970	1,473
Digital Capability Fund	-	2,102	1,027	2,771	2,796	1,709	-
Royalties for Regions Fund							
Regional Community Services Fund.....	17,290	34,060	30,066	36,265	18,622	13,986	14,440
Receipts paid into Consolidated Account.....	-	-	(14,837)	-	-	-	-
Other.....	600	600	600	600	600	600	600
Administered appropriations	3,724	22,605	5,892	38,395	33,193	8,350	1,250
Net cash provided by Government	277,506	570,126	464,193	594,258	415,130	294,234	216,972
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(48,112)	(57,684)	(63,662)	(69,048)	(67,001)	(66,714)	(64,413)
Grants and subsidies.....	(104,369)	(238,775)	(206,448)	(342,102)	(202,738)	(125,791)	(40,159)
Supplies and services	(70,250)	(121,043)	(101,175)	(143,045)	(104,930)	(78,936)	(71,444)
Accommodation	(4,351)	(5,231)	(5,328)	(5,040)	(5,560)	(6,097)	(6,127)
GST payments	(10,592)	(4,827)	(4,827)	(4,827)	(4,827)	(4,827)	(4,827)
Finance and interest costs.....	(63)	(162)	(162)	(163)	(163)	(163)	(163)
Other payments.....	(35,008)	(80,705)	(71,805)	(71,625)	(70,323)	(43,089)	(35,989)
Receipts ^(b)							
Grants and subsidies.....	8,741	-	995	20	20	20	20
GST receipts	20,972	4,827	4,827	4,827	4,827	4,827	4,827
Other receipts	1,967	5,306	3,836	6,836	6,836	5,336	4,009
Net cash from operating activities	(241,065)	(498,294)	(443,749)	(624,167)	(443,859)	(315,434)	(214,266)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(460)	(2,970)	(321)	(6,116)	(2,970)	(2,970)	(970)
Net cash from investing activities.....	(460)	(2,970)	(321)	(6,116)	(2,970)	(2,970)	(970)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(1,546)	(1,546)	(1,591)	(1,591)	(1,591)	(1,591)
Other proceeds	-	2,000	-	-	-	-	-
Net cash from financing activities.....	-	454	(1,546)	(1,591)	(1,591)	(1,591)	(1,591)
NET INCREASE/(DECREASE) IN CASH HELD	35,981	69,316	18,577	(37,616)	(33,290)	(25,761)	145
Cash assets at the beginning of the reporting period	66,091	18,500	97,756	116,333	78,717	45,427	19,666
Net cash transferred to/from other agencies	(4,316)	-	-	-	-	-	-
Cash assets at the end of the reporting period	97,756	87,816	116,333	78,717	45,427	19,666	19,811

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

(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			
Grants and Subsidies							
Commonwealth Grants							
Australian Marine Complex Studies	4,679	-	975	-	-	-	-
COVID-19 Research by Universities	1,468	-	-	-	-	-	-
Defence Science Centre	-	250	270	270	270	270	270
Other	10	-	-	-	-	-	-
Tourism and Travel Agents Support Fund ..	864	-	-	-	-	-	-
Department of Health - WA Life Sciences							
Innovation Hub	600	600	600	600	600	600	600
GST Receipts							
GST Receipts	20,972	4,827	4,827	4,827	4,827	4,827	4,827
Other Receipts							
Defence Science Centre	370	200	200	200	200	200	200
Gorgon Carbon Dioxide Gas Injection Project	100	100	100	100	100	100	100
Interest Receipts - Tourism	101	250	250	250	250	250	250
Onslow Community Development Fund	1,500	2,500	1,000	4,000	4,000	2,500	1,173
Other Receipts	804	834	834	834	834	834	834
Other Receipts - Tourism	316	800	800	800	800	800	800
Premier's Science Awards and Innovator of the Year	496	372	402	402	402	402	402
TOTAL	32,280	10,733	10,258	12,283	12,283	10,783	9,456

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			
INCOME							
Other							
Appropriations	24,768	21,816	28,405	21,691	9,999	9,999	9,999
Ashburton North Social and Critical Services Infrastructure Funds (Onslow Wheatstone)	-	29,836	17,250	33,486	-	3,450	-
Interest Received - CSIRO Loan	156	226	226	223	223	170	-
Loan Discount Unwinding							
CSIRO	469	509	394	311	216	113	-
Millennium Chemicals	133	189	133	133	134	133	67
TOTAL ADMINISTERED INCOME	25,526	52,576	46,408	55,844	10,572	13,865	10,066
EXPENSES							
Grants and Subsidies							
Ashburton North Social and Critical Infrastructure Funds (Onslow Wheatstone)	813	29,836	17,250	33,486	-	3,450	-
Ozgene ARC Pty Ltd	-	-	3,500	-	-	-	-
Pilbara Ports Authority - Burrup Port Infrastructure Subsidy	6,848	9,110	8,699	8,699	8,699	8,699	8,699
Qantas Airways Limited - Hub Infrastructure ..	-	-	299	3,215	-	-	-
The ANZAC Day Trust	1,730	1,300	1,300	1,300	1,300	1,300	1,300
Water Corporation - Burrup Water System Subsidy	11,128	11,406	11,406	11,692	-	-	-
Other							
Legal Settlement	-	-	40,000	-	-	-	-
Loan Discounting	666	-	-	-	-	-	-
Payments to the Consolidated Account							
CSIRO Principal and Interest Receipts	1,838	1,918	1,836	1,939	1,998	2,058	-
Millennium Chemicals Principal	-	-	-	-	-	-	6,350
Ozgene ARC Pty Ltd	-	-	-	3,500	-	-	-
TOTAL ADMINISTERED EXPENSES	23,023	53,570	84,290	63,831	11,997	15,507	16,349

Agency Special Purpose Account Details

AUSTRALIA-CHINA NATURAL GAS TECHNOLOGY PARTNERSHIP FUND

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance	501	-	478	250
Receipts:				
Other	-	-	-	-
Appropriations.....	-	-	-	-
	501	-	478	250
Payments	23	-	228	250
CLOSING BALANCE	478	-	250	-

SPECIAL PROJECTS FUND

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance	522	-	522	522
Receipts:				
Other	-	-	-	-
Appropriations.....	-	-	-	-
	522	-	522	522
Payments	-	-	-	-
CLOSING BALANCE	522	-	522	522

DEFENCE SCIENCE CENTRE

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance	568	568	234	-
Receipts:				
Other	370	450	470	470
Appropriations.....	500	500	500	500
	1,438	1,518	1,204	970
Payments	1,204	950	1,204	970
CLOSING BALANCE	234	568	-	-

ASHBURTON NORTH SOCIAL INFRASTRUCTURE FUND (ONSLOW COMMUNITY DEVELOPMENT FUND)

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance	324	4	324	-
Receipts:				
Other	1,500	2,500	1,000	4,000
Appropriations.....	-	-	-	-
	1,824	2,504	1,324	4,000
Payments	1,500	2,500	1,324	4,000
CLOSING BALANCE	324	4	-	-

Division 15 **Primary Industries and Regional Development**

Part 4 **Jobs and Economic Development**

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
DELIVERY OF SERVICES							
Item 43 Net amount appropriated to deliver services	236,025	240,641	226,220	249,698	220,680	204,134	212,173
Amount Authorised by Other Statutes							
- Biosecurity and Agriculture Management Act 2007	2,788	2,569	3,124	3,378	3,475	3,574	3,574
- Salaries and Allowances Act 1975	3,198	3,210	3,210	3,222	3,235	3,316	3,399
Total appropriations provided to deliver services.....	242,011	246,420	232,554	256,298	227,390	211,024	219,146
ADMINISTERED TRANSACTIONS							
Item 44 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	1,550	1,550	1,550	1,550	1,550	1,550	1,550
CAPITAL							
Item 126 Capital Appropriation.....	33,812	28,066	13,910	74,886	100,130	120,571	78,434
TOTAL APPROPRIATIONS	277,373	276,036	248,014	332,734	329,070	333,145	299,130
EXPENSES							
Total Cost of Services	464,192	622,103	581,541	657,334	526,610	451,416	430,657
Net Cost of Services ^(a)	348,653	527,213	469,651	545,125	417,517	350,682	330,466
CASH ASSETS ^(b)	139,786	91,874	129,033	87,467	77,995	75,317	72,951

(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
Election Commitments					
Animal Welfare Grant Program	-	600	600	-	-
Augusta Childcare Centre	-	200	-	-	-
Backing North Wanneroo Agriculture.....	-	300	700	-	-
Food Technology Facility Project - Fit-out.....	2,234	-	-	-	-
Ravenswood Community Centre.....	567	-	-	-	-
Waroona Town Centre Revitalisation Project.....	-	2,420	-	-	-
New Initiatives					
Aquaculture Development Plan for Western Australia Implementation ^(a)	-	1,606	1,490	1,249	1,155
Biosecurity Communications Campaign ^(a)	800	-	-	-	-
Buccaneer Archipelago Marine Parks.....	-	9,512	7,347	3,446	3,487
Climate Action Fund - Climate Adaptation					
Sectoral Adaptation Plan Program.....	-	-	355	356	-
Southern Rangelands Revitalisation Project Extension	-	1,901	1,781	1,686	1,482
Watersmart Farms - Phase Two - Industry Growth.....	-	918	1,096	1,608	1,378

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
Commonwealth Immediate Assistance Funding Agreement - Northern					
Australia Coordination Network	770	520	-	-	-
Community and Industry Recovery Officer Program	239	489	-	-	-
Connected Farms - Scott River Agricultural Precinct	52	314	52	-	-
Emergency Animal Disease Preparedness	-	2,042	2,336	1,970	1,531
Ex-Tropical Cyclone Ellie - Freight Assistance Package	30,000	12,000	-	-	-
Fisheries Digital Transformation Project	-	1,356	-	-	-
Green Steel - Collie Electric Arc Furnace Steel Mill	-	2,705	-	-	-
Implementation of Pilbara and Mid West Hydrogen Hubs - Pilbara					
Development Commission	500	-	-	-	-
Implementation of Sheep and Goat Electronic Identification	3,400	12,164	9,437	623	-
Japanese Encephalitis Response Program	650	-	-	-	-
Kalgoorlie Rail Realignment Business Case	500	1,500	-	-	-
Management of the Plan for Our Parks Marmion and South Coast	200	-	-	-	-
Marine Parks Compliance Services	484	489	-	-	-
National Khapra Beetle Eradication Program	3,912	-	-	-	-
National Lepisota Incisa Program	365	132	-	-	-
Ord Expansion Project Environmental and Associated Obligations	-	2,010	1,890	1,760	-
Shark Notification and Response System Upgrade	-	570	-	-	-
Tjiwarl Palyakuwa Indigenous Land Use Agreement (ILUA)	- (b)	- (b)	- (b)	- (b)	- (b)
Vessel Monitoring System for Commonwealth Marine Parks	1,118	-	-	-	-
West Coast Demersal Scalefish Recovery Plan - Recovery Support					
Package	1,128	5,435	2,327	760	-
Yerriminup Agribusiness Precinct Activation	4,000	-	-	-	-
Ongoing Initiatives					
<i>Biosecurity and Agriculture Management Act 2007 - Declared Pest Control</i>					
Activities	1,110	1,464	1,498	1,534	1,534
Bridgetown-Greenbushes Town Hall and Civic Centre Redevelopment	122	-	-	-	-
Collie Transition Package Initiatives	-	300	1,000	700	-
Core Business Systems - Human Resource Management Information System	3,702	-	-	-	-
Digital Farm Round Two	25	75	-	-	-
Digital Foundation Program	-	1,075	-	-	-
Enhancing National Pest Animal and Weed Management - Tranche Two	430	49	415	-	-
Externally Funded Programs - New Funding (c)	4,729	-	-	-	-
Future Drought Fund Program Extension	-	15,592	4,419	181	-
Kimberley On-Country Residential Youth Facilities (Marlamanu)	300	-	-	-	-
Mira Mar Landslide - Phase Three	749	-	-	-	-
National Water Grid Fund - Additional Funding	3,172	551	160	-	-
Northern Goldfields Digital Connectivity Project	31	-	-	-	-
Regional Telecommunications Project Continuation	2,078	4,730	-	-	-
Rural, Regional and Remote Network Continuation	-	250	200	150	100
Severe Tropical Cyclone Seroja - Assistance Package (d)	(23,974)	(2,195)	-	-	-
South West Ageing in Place	352	-	-	-	-
Other					
2023-23 Tariffs, Fees and Charges	-	157	244	406	570
Government Regional Officer Housing	885	759	1,038	785	1,467
Government Office Accommodation Update	(110)	(116)	(104)	(93)	7
Public Sector Wages Policy	10,819	9,992	12,991	15,412	15,499
Salaries and Allowances Tribunal	-	-	-	81	164
State Fleet Policy and Procurement Initiatives	(261)	(195)	(1,509)	(807)	(752)
Westport Program	(159)	(163)	-	-	-
Yamatji - Native Title Settlements	(3,880)	114	82	43	44

(a) Existing Department spending has been reprioritised to meet some or all of the costs of this initiative.

(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.

(c) These are new projects funded from external sources such as the Grains Research and Development Corporation, Horticulture Innovation Australia, and Meat and Livestock Australia.

(d) Reflects lower than expected spending on Small Business and Primary Producer Recovery grants under Disaster Recovery Funding Arrangements.

Significant Issues Impacting the Agency

1. Regional Western Australia is a driver of the State's economy and crucial to economic diversification. Through COVID-19, climate change, cost of living pressures and, most recently, natural disasters, regional resilience has been challenged. With Regional Development Commissions, the Department continues to support regional businesses and communities to increase economic diversity and growth, deliver improved outcomes for Aboriginal people, and stimulate the development of regions as vibrant places to live and work.
2. The Department is implementing key initiatives as part of its 10-year Aquaculture Development Plan, to support the growth of Western Australia's aquaculture industry and build a competitive industry supporting existing and new enterprises. This work is consistent with the State's economic diversification plan.
3. The Department continues to address the challenges and opportunities presented by climate change and soil management for Western Australia's primary industries and regions. The Department is leading the development of management practices to maximise soil productivity and minimise land degradation, and aligning its broader climate change responses to whole-of-government climate change objectives.
4. Primary industries is Western Australia's second largest export sector and provides the vast majority of Western Australia's fresh food. Ongoing disruptions to supply chains are continuing to reshape domestic and export markets, and the ability of Western Australia's primary producers to access those markets.
5. Investment in research and development underpins growth, production and profitability of the State's primary industries. As part of this, and in partnership with key stakeholders, the Department will deliver the Western Australian Agricultural Collaboration, and the new metropolitan facility. These long-term projects will significantly boost the State's research and industry partnership capabilities.
6. Biosecurity threats to the Western Australian economy continue to be a challenge. Confirmed outbreaks of emergency animal diseases in Southeast Asia significantly increase the risk of disease entry into Australia. Preparedness for emergency animal diseases remains important in order to strengthen the State's biosecurity capabilities. Significant Government investment continues in early warning and detection, biosecurity emergency response capacity and capability, and modern traceability including enhancement of electronic mechanisms for tracing livestock movement.
7. Reliable and cost-effective high-speed broadband in our regions is critical for both households and business. Continued investment in State-wide digital networks underpin regional amenity, connection and opportunities for innovation, economic growth and diversification. The Department continues to work with the Commonwealth Government and broadband providers to expand mobile broadband and other digital solutions across regional Western Australia.
8. Fit-for-purpose, modern legislation is required to support the State's businesses and keep industries globally competitive. The Department's legislative reform program includes a major amendment to the *Animal Welfare Act 2002*, a review of the *Biosecurity and Agriculture Management Act 2007*, and implementation of the *Aquatic Resources Management Act 2016*.
9. Commercial, recreational and charter fishing are all significant contributors to the State's economy and lifestyle, particularly in regional locations. The Department continues to undertake monitoring, assessment, management and compliance activities to ensure the long-term sustainability of Western Australia's fisheries and aquatic resources.
10. Supporting Aboriginal people, communities and businesses to access and benefit from economic opportunities in primary industries and the State's regions (under the National Framework for Closing the Gap), continues to be a priority for the Department and its Regional Development Commission partners.
11. Flooding in the Fitzroy Valley caused by ex-Tropical Cyclone Ellie has had major social, environmental, and economic consequences for the Kimberley. The Department and the Kimberley Development Commission have a key role in supporting the region's economic recovery, including the recovery of its primary industries.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

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

Service Summary

	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. Regional Industry and Community Development Investment Facilitation	128,788	201,603	163,155	190,423	131,333	102,695	106,636
2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions	34,517	37,864	40,964	41,738	42,335	42,841	43,269
3. Regional Technical and Technological Development.....	76,538	127,823	111,919	117,798	87,979	64,210	65,096
4. Regional Skills and Knowledge Development.....	23,333	23,519	22,506	48,028	39,995	34,724	32,687
5. Regional Social Amenity Development	32,353	63,776	55,586	42,092	28,656	24,373	21,009
6. Agricultural and Fisheries Biosecurity and Integrity.....	97,699	94,063	109,359	116,450	109,919	100,987	88,901
7. Agricultural and Fisheries Natural Resource Management	70,964	73,455	78,052	100,805	86,393	81,586	73,059
Total Cost of Services	464,192	622,103	581,541	657,334	526,610	451,416	430,657

Outcomes and Key Effectiveness Indicators ^(a)

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Outcome: Regional Western Australia has the investment to grow and create jobs:					
Ratio of the value of grants awarded from the Department for industry and community development initiatives to the value of co-contributions committed from non-Government recipients.....	1:1	1:1	1:1	1:1	
Outcome: Regional Western Australia has the technology to grow and create jobs:					
Percentage of clients satisfied with the Department's technology initiatives.....	85%	80%	85%	80%	
Outcome: Regional Western Australia has the skills and knowledge to grow and create jobs:					
Percentage of clients satisfied with Department's capability initiatives	66%	70%	70%	70%	
Outcome: Regional Western Australia has the social amenity, through recreational fisheries, to grow and create jobs:					
Percentage of clients satisfied with the Department's management of recreational fishing	86%	85%	85%	85%	
Outcome: Western Australia agriculture and fishing protect their biosecurity advantages and integrity:					
Percentage of exotic terrestrial weed, pest and disease threats resolved appropriately	80%	60%	25%	60%	1
Percentage of invasive aquatic pests and exotic diseases resolved appropriately	n.a.	60%	0%	60%	2
Outcome: Western Australia agriculture and fishing protect the sustainability of the natural resources on which they rely and impact:					
Percentage change in the spatial extent of the southwest cropping region that maintains sufficient year-round ground cover for protecting and improving soil health.....	-1.3%	0%	1.5%	0%	
Number of soil health extension workshops held	63	30	40	30	3
Proportion of fish stocks identified as not being at risk or vulnerable through exploitation.....	96%	95%	96%	95%	
Percentage of commercial and recreational fisheries where acceptable catches (or effort levels) are achieved	90%	90%	90%	90%	

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

Explanation of Significant Movements

(Notes)

1. While all incidents in the 2022-23 Estimated Actual were managed appropriately, six exotic terrestrial weed, pest and disease threats are still subject to ongoing surveillance and/or response activities and will continue into 2023-24.
2. There has been one reportable declared aquatic exotic disease incident to date in 2022-23, which is subject to ongoing surveillance and/or response activities that will continue into 2023-24.
3. The increase in the number of workshops held from the 2022-23 Budget to the 2022-23 Estimated Actual reflects the ongoing demand from stakeholders seeking engagement in soil health and related agricultural activities.

Services and Key Efficiency Indicators

1. Regional Industry and Community Development Investment Facilitation

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	128,788	201,603	163,155	190,423	1
Less Income	17,057	19,434	20,034	20,181	
Net Cost of Service	111,731	182,169	143,121	170,242	
Employees (Full-Time Equivalents)	307	298	302	305	
Efficiency Indicators					
Average cost per hour to deliver regional industry and community development investment facilitation	\$249.36	\$400.78	\$319.84	\$370.10	2

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service from the 2022-23 Budget to the 2022-23 Estimated Actual of \$38.4 million is mainly attributable to delays in the delivery of a number of programs, including the Myalup-Wellington project, Australian Underwater Discovery Centre, Regional Recovery Partnership, Pilbara Town Based Reserves, Carnarvon One Mile Jetty, Food and Beverage Value Add Fund, Northern Native Seed Industry Initiative, Full Circle Therapy Centre, Dawesville Community Centre, Kalgoorlie-Boulder Youth Precinct and Hub Project, and Southern Forest Irrigation Scheme. In addition, the Department has revised its forecast expenditure in 2022-23 for the Severe Tropical Cyclone Seroja - Assistance Package downwards by \$24 million in 2022-23 and \$2.2 million in 2023-24, due to the original allocations being based on the maximum amount of assistance that could be claimed. This decrease is offset by additional funding in 2022-23 of \$30 million for the ex-Tropical Cyclone Ellie Freight Assistance Package, and \$4 million for the Yerriminup Agribusiness Precinct Activation. The \$27.3 million increase from the 2022-23 Estimated Actual to the 2023-24 Budget Target is mainly attributable to the retiming of the projects listed above from 2022-23 to 2023-24.
2. The decrease from the 2022-23 Budget to the 2022-23 Estimated Actual and the 2023-24 Budget Target is largely due to lower than expected spending on programs in 2022-23, with this spending carried over into 2023-24.

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 34,517	\$'000 37,864	\$'000 40,964	\$'000 41,738	1
Less Income	1,823	265	266	267	
Net Cost of Service	32,694	37,599	40,698	41,471	
Employees (Full-Time Equivalents)	128	139	129	124	2
Efficiency Indicators					
Average cost per hour to deliver corporate and business development services to support Regional Development Commissions	\$147.82	\$161.38	\$188.12	\$199.40	

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service from the 2022-23 Budget to the 2022-23 Estimated Actual of \$3.1 million is mainly due to the public sector wages policy in 2022-23 (\$1 million), carryover of regional development commissions funding from 2021-22 (\$1 million) and new funding for the Mira Mar Landslide Phase Three in 2022-23 (\$749,000).
2. The decrease in full-time equivalents (FTEs) from the 2022-23 Budget to the 2023-24 Budget Target is mainly due to a number of projects and initiatives concluding prior to 2023-24.

3. Regional Technical and Technological Development

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 76,538	\$'000 127,823	\$'000 111,919	\$'000 117,798	1
Less Income	24,021	22,420	28,199	25,100	2
Net Cost of Service	52,517	105,403	83,720	92,698	
Employees (Full-Time Equivalents)	323	356	343	351	
Efficiency Indicators					
Average cost per hour to deliver regional technical and technological development	\$142	\$212.71	\$193.08	\$198.79	

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service from the 2022-23 Budget to the 2022-23 Estimated Actual of \$15.9 million is mainly attributable to delays in the delivery of programs such as the Western Australian Agricultural Collaboration, State Agricultural Telecommunication Infrastructure Improvement Fund, Regional Telecommunications Project, 2023 Total Solar Eclipse and the Western Australian Agriculture Climate Resilience Fund. This underspend has been recashflowed into 2023-24 and the outyears, which contributed to the increase from the 2022-23 Estimated Actual to the 2023-24 Budget Target.
2. The increase in income from the 2022-23 Budget to the 2022-23 Estimated Actual is mainly due to additional revenue from the Commonwealth Government to be received in 2022-23 for the extension of the Future Drought Fund program and additional funding from external parties relating to the Department's externally funded programs.

4. Regional Skills and Knowledge Development

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	23,333	23,519	22,506	48,028	1
Less Income	4,553	1,400	5,418	6,823	2
Net Cost of Service	18,780	22,119	17,088	41,205	
Employees (Full-Time Equivalents)	80	82	84	96	3
Efficiency Indicators					
Average cost per hour to deliver regional skills and knowledge development.....	\$173.40	\$169.92	\$158.35	\$295.61	4

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2022-23 Estimated Actual to the 2023-24 Budget Target of \$25.5 million is mainly attributable to additional funding to be received in 2023-24 for the Climate Adaptation - Southern Rangelands Revitalisation Project and the Watersmart Farms Phase Two, Future Drought Fund program extension, Community and Industry Recovery Officer Program and the continuation of the Rural, Regional and Remote Network program.
2. The increase in income from the 2022-23 Budget to the 2022-23 Estimated Actual and the 2023-24 Budget Target is mainly attributable to additional Commonwealth funding to be received for the Future Drought Fund program extension.
3. The increase in full-time equivalents from the 2022-23 Estimated Actual to the 2023-24 Budget Target is mainly due to additional FTEs approved for the Climate Adaptation - Southern Rangelands Revitalisation Project, Watersmart Farms Phase Two, Emergency Animal Disease Preparedness, Sheep and Goat Electronic Identification project, Future Drought Fund program extension and the Community and Industry Recovery Officer Program in response to ex-Tropical Cyclone Ellie.
4. The increase in the average cost per hour to deliver regional skills and knowledge development from the 2022-23 Estimated Actual to the 2023-24 Budget is mainly due to the increase in Total Cost of Service for additional funding received for new initiatives mentioned in Note 1.

5. Regional Social Amenity Development

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	32,353	63,776	55,586	42,092	1
Less Income	10,777	11,378	11,405	11,461	
Net Cost of Service	21,576	52,398	44,181	30,631	
Employees (Full-Time Equivalents)	111	111	111	112	
Efficiency Indicators					
Average cost per hour to deliver regional social amenity development.....	\$174.60	\$340.38	\$296.67	\$223.44	

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Service from the 2022-23 Budget to the 2022-23 Estimated Actual of \$8.2 million is mainly attributable to the delay in the delivery of the Australian Underwater Discovery Centre. The decrease from the 2022-23 Estimated Actual to the 2023-24 Budget Target is mainly due to the expected completion of a number of election commitments in 2022-23 such as Halls Creek Town Development, Peel Regional Trails, Ravenswood Community Centre and the Residential Facility for Martu Students (Newman).

6. Agricultural and Fisheries Biosecurity and Integrity

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	97,699	94,063	109,359	116,450	1
Less Income	24,741	18,463	24,281	25,489	2
Net Cost of Service	72,958	75,600	85,078	90,961	
Employees (Full-Time Equivalents)	476	465	469	479	3
Efficiency Indicators					
Average cost per hour to deliver agricultural and fisheries biosecurity and integrity	\$122.99	\$119.84	\$138.08	\$143.90	

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service from the 2022-23 Budget to the 2022-23 Estimated Actual of \$15.3 million is mainly attributable to additional Government funding received in 2022-23 for implementation of the Sheep and Goat Electronic Identification project, Biosecurity Communications Campaign and the Declared Pest Account. In addition, the Department also received additional Commonwealth funding for the Northern Australian Coordination Network, National Khapra Beetle Eradication program and the Japanese Encephalitis Response Program. The increase from the 2022-23 Estimated Actual to the 2023-24 Budget Target of \$7.1 million is mainly due to additional funding to be received for Emergency Animal Disease Preparedness and the implementation of Sheep and Goat Electronic Identification.
2. The increase in income of \$5.8 million from the 2022-23 Budget to the 2022-23 Estimated Actual is mainly attributable to additional funding received for the Japanese Encephalitis Response Program, Northern Australian Coordination Network, Declared Pest Account and the carryover of funding for Enhancing National Pest Animal and Weed Management Tranche Two from 2021-22 into 2022-23.
3. The increase in FTEs from the 2022-23 Budget to the 2022-23 Estimated Actual and the increase from the 2022-23 Estimated Actual to the 2023-24 Budget Target is due to additional FTEs approved for the implementation of Sheep and Goat Electronic Identification, Emergency Animal Disease Preparedness and the Northern Australian Coordination Network.

7. Agricultural and Fisheries Natural Resource Management

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	70,964	73,455	78,052	100,805	1
Less Income	32,567	21,530	22,287	22,888	
Net Cost of Service	38,397	51,925	55,765	77,917	
Employees (Full-Time Equivalents)	369	286	294	331	2
Efficiency Indicators					
Average cost per hour to deliver agricultural and fisheries natural resource management	\$115.18	\$152.15	\$157.44	\$180.53	

Explanation of Significant Movements

(Notes)

1. The \$4.6 million increase in the Total Cost of Service from the 2022-23 Budget to the 2022-23 Estimated Actual is mainly due to funding received for the Vessel Monitoring System, Marine Park Compliance Services, West Coast Demersal Scalefish Recovery Plan and the carryover of spending for the Recreational Fishing Recovery Project from 2021-22 into 2022-23. The increase from the 2022-23 Estimated Actual to the 2023-24 Budget Target of \$22.8 million is mainly due to new funding received for the Aquaculture Development Plan for Western Australian Implementation, Shark Notification and Response System Upgrade, Buccaneer Archipelago Marine Parks, Fisheries Digital Transformation Project and the West Coast Demersal Scalefish Recovery Plan.
2. The increase in FTEs from the 2022-23 Budget to the 2022-23 Estimated Actual and the increase from the 2022-23 Estimated Actual to the 2023-24 Budget Target is due to additional FTEs approved for the Carnarvon Flood Support, Marine Parks Compliance Services, Vessel Monitoring System, West Coast Demersal Scalefish Recovery Plan, Fisheries Digital Transformation Project, Buccaneer Archipelago Marine Parks, Emergency Animal Disease Preparedness, Climate Adaptation - Southern Rangelands Revitalisation Project and the Aquaculture Development Plan for Western Australia implementation.

Asset Investment Program

1. The Department's Asset Investment Program (AIP) provides for the replacement, maintenance, upgrade and expansion of assets that support the delivery of services throughout the State. These assets include, but are not limited to, buildings and infrastructure, progressive replacement of marine vessels, information systems and operational equipment.
2. The approved AIP for 2023-24 is \$127.7 million (excluding the Royalties for Regions Asset Investment Underspend Provision), which includes the following projects:
 - 2.1. \$46.7 million for Department's new metropolitan facility, located at Murdoch University's Perth campus, featuring modern laboratory and technical workspaces to help protect and grow Western Australia's primary industries for future generations. The Government has committed \$320 million for this project, which includes \$1 million for the Project Definition Plan and \$843,000 beyond the forward estimates period;
 - 2.2. \$16.9 million (subject to confirmation of matching Commonwealth funding), towards the construction of the Pilbara Hydrogen Hub to develop a hydrogen or ammonia pipeline to connect strategic industrial areas, the creation of a Clean Energy Training and Research Centre, and port upgrades to facilitate export opportunities;
 - 2.3. \$13.6 million held as a provision for future Royalties for Regions projects;
 - 2.4. a total rolling program of \$12.4 million, comprising:
 - 2.4.1. the replacement of equipment (\$4.9 million);
 - 2.4.2. information system development (\$3.8 million);
 - 2.4.3. small boats and trailers (\$2.8 million); and
 - 2.4.4. the upgrade of facilities in the Abrolhos Islands (\$908,000);
 - 2.5. \$8.6 million for the Large Vessel Replacement Program to replace the Department's ageing Patrol Vessel Walcott;
 - 2.6. \$7.4 million for a 20-metre vessel to enable the Department to safely service the Buccaneer Archipelago Marine Parks (BAMPs) and undertake long-range sea patrols across all areas of the BAMPs and North Kimberley;
 - 2.7. investment of \$4.8 million in the Wild Dog Action Plan, comprising:
 - 2.7.1. \$3.8 million for the replacement and extension of the State Barrier Fence to limit the entry of wild dogs, emus and kangaroos into agricultural regions which impact on high value crops and pastures; and
 - 2.7.2. \$1 million for the delivery of the Wild Dog Action Plan 2022-25;
 - 2.8. \$3.4 million to provide ongoing upgrades to the South Perth site to address work, health and safety issues and to undertake other infrastructure works such as fire mitigation, electrical supply and security fencing;
 - 2.9. \$3.3 million for the completion of the Albany Shellfish Hatchery as part of the COVID-19 Response;
 - 2.10. \$2.2 million for the Modern Biosecurity and Product Integrity project to complete the replacement of the quarantine glasshouses at the South Perth site (\$500,000) and to commence the development of a system in compliance to national and international traceability requirements (\$1.7 million);
 - 2.11. \$2 million to upgrade the Shark Notification and Response System;
 - 2.12. \$1.4 million for the Building Grains Research and Development Capacity project;
 - 2.13. \$1.2 million for the Truck Washdown Facilities project; and
 - 2.14. other newly approved funding for the Aquaculture Development Plan for Western Australia Implementation (\$775,000) and the Emergency Animal Disease Preparedness (\$640,000).

	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
WORKS IN PROGRESS							
COVID-19 Response							
Albany Shellfish Hatchery	3,733	390	190	3,343	-	-	-
Other Works in Progress							
Abrolhos Islands Rolling Program	3,787	1,979	43	908	300	300	300
Building Grains Research and Development Capacity	9,011	4,539	1,729	1,400	1,072	1,000	1,000
Equipment Replacement Program	59,317	43,398	3,735	4,918	3,667	3,667	3,667
Frank Wise Tropical Research Institute Refurbishment	1,449	1,202	1,097	247	-	-	-
Help Grain Growers to Better Manage Risk (e-Connected Grainbelt)	3,446	3,146	200	300	-	-	-
Information Systems Program							
Digital Foundations Program	5,817	3,084	624	2,733	-	-	-
Information System Development Rolling Program	7,523	4,404	-	1,069	950	550	550
Laboratory Upgrades - Kensington Site	18,116	14,759	369	3,357	-	-	-
Modern Biosecurity and Product Integrity	4,750	100	100	2,150	1,500	1,000	-
Northern Beef Industry Strategy	1,487	869	516	618	-	-	-
Pilbara Hydrogen Hub (Administered)	64,233	13,608	13,608	16,875	16,875	16,875	-
Primary Industries and Regional Development							
Katanning Research Facility	650	350	350	300	-	-	-
New Metropolitan Facility	319,981	2,707	2,307	46,688	86,774	111,957	71,012
Regional Natural Resource Management Program	13,787	9,968	-	3,819	-	-	-
Royalties for Regions Program - Asset Investment							
Underspend Provision	(145,011)	(56,097)	(28,110)	(54,575)	(22,633)	(11,706)	-
Small Boats and Trailers Rolling Program	21,665	14,225	2,323	2,757	1,561	1,561	1,561
Wild Dog Action Plan	14,087	10,087	3,355	1,000	1,000	1,000	1,000
COMPLETED WORKS							
COVID-19 Response							
Hillarys Facilities Upgrade	563	563	63	-	-	-	-
Katanning Sheep Transition	1,936	1,936	436	-	-	-	-
Other Completed Works							
Agricultural Sciences Research and Development Fund	1,422	1,422	83	-	-	-	-
Geraldton Marine Finfish Nursery Facility	742	742	31	-	-	-	-
Industry Attraction and Development Fund - Collie	17,673	17,673	17,673	-	-	-	-
Information Systems Program - Shark Monitoring Network	1,638	1,638	257	-	-	-	-
Ord River Irrigation Area (Knox)	1,246	1,246	446	-	-	-	-
Plant and Equipment - Externally Funded Projects	3,245	3,245	1,486	-	-	-	-
West Coast Demersal Scalefish Recovery Plan Digital Reporting	350	350	350	-	-	-	-
NEW WORKS							
Aquaculture Development Plan for Western Australia	1,000	-	-	775	75	75	75
Buccaneer Archipelago Marine Parks Vessel	7,520	-	-	7,440	80	-	-
Climate Adaptation - Southern Rangelands Revitalisation Project Expansion	150	-	-	150	-	-	-
Emergency Animal Disease Preparedness - Diagnostics and Laboratory Services	2,550	-	-	640	1,620	290	-
Large Vessel Replacement Program	11,473	-	-	8,605	2,868	-	-
North West Aboriginal Housing Initiative	26,633	-	-	778	18,538	7,317	-
Ord - Environmental Obligations Project	3,000	-	-	-	3,000	-	-
Provision for Future Royalties for Regions Projects (Administered)	50,000	-	-	13,600	24,000	12,400	-
Shark Notification and Response System Upgrade	3,930	-	-	2,030	1,900	-	-
Truck Washdown Facilities	2,300	-	-	1,150	1,150	-	-
Total Cost of Asset Investment Program	545,199	101,533	23,261	73,075	144,297	146,286	79,165
FUNDED BY							
Administered Funding - Pilbara Hydrogen Hub			13,608	16,875	16,875	16,875	-
Capital Appropriation			5,051	68,671	93,062	113,547	71,312
Drawdown from the Holding Account			4,635	6,974	6,178	5,778	5,778
Funding Included in Royalties for Regions Administered Item			(28,110)	(54,575)	(22,633)	(11,706)	-
Provision for Future Royalties for Regions Projects			-	13,600	24,000	12,400	-
Internal Funds and Balances			4,725	3,351	-	-	-
Major Special Purpose Account(s)							
Drawdown from Climate Action Fund			350	450	-	-	-
Drawdown from Digital Capability Fund			-	2,030	1,900	-	-
Drawdown from Royalties for Regions Fund			23,002	15,699	24,915	9,392	2,075
Total Funding			23,261	73,075	144,297	146,286	79,165

Financial Statements

Income Statement

Expenses

1. The \$75.8 million increase in the Total Cost of Services from the 2022-23 Estimated Actual to the 2023-24 Budget Year is largely due to the carryover of expenditure relating to the delays in delivery of Royalties for Regions (RfR) funded and other projects.

Income

2. The anticipated \$16.9 million increase in income from the 2022-23 Budget to the 2022-23 Estimated Actual mainly relates to funding received to implement a Freight Assistance Package as a result of ex-Tropical Cyclone Ellie.
3. The 2022-23 Estimated Actual for the RfR Regional Community Services Fund, Regional Infrastructure and Headworks Fund and Regional and State-wide Initiatives reflects a \$42 million reduction relative to the 2022-23 Budget, mainly as a result of the difficulty in accessing contractors and materials as a consequence of the shortages arising from COVID-19 and the impact of the COVID-19 pandemic worldwide on supplies. Funding has been carried forward to the forward estimates period, with the carryover comprising the main reason for the increase in income from the 2022-23 Estimated Actual to the 2023-24 Budget Year.

Statement of Financial Position

4. The increase in cash assets of \$17.7 million between the 2022-23 Budget and the 2022-23 Estimated Actual is mainly due to the \$15.6 million shared funding received in 2022-23 from the State and Commonwealth Governments towards the extension of the Future Drought Fund Program, for which expenditures will commence in 2023-24.
5. The increase in property, plant and equipment of \$74.3 million from the 2022-23 Estimated Actual to the 2023-24 Budget Year is due to new funding for the new metropolitan facility (\$46.7 million), Buccaneer Archipelago Marine Parks (\$7.4 million), Shark Notification and Response System Upgrade (\$2 million), Aquaculture Development Plan for Western Australia Implementation (\$775,000), and Emergency Animal Disease Preparedness (\$640,000) in 2023-24. In addition to this, there has been the deferral of expenditure for the Kensington Site Laboratory Upgrades (\$3.4 million), Albany Shellfish Hatchery (\$3.3 million), Regional Natural Resource Management - State Barrier Fence (\$3.2 million), Large Vessel Replacement Program (\$2.7 million), Digital Foundations Program (\$1.7 million), Capital Equipment Replacement Program (\$1.3 million) and Truck Wash Down Facilities (\$1.2 million).

Statement of Cashflows

6. The decrease in net cash held from the 2022-23 Estimated Actual to the 2023-24 Budget Target reflects the carryover of projects such as the Regional Telecommunications Project, Regional Natural Resource Management - State Barrier Fence, Kalgoorlie Rail Realignment Business Case, Dawesville Community Centre and Full Circle Therapy Centre as well as new funding for the Extension of the Future Drought Program received in 2022-23. Payments for these projects will occur in 2023-24.

INCOME STATEMENT ^(a)
(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			
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	217,001	218,871	229,379	244,767	243,855	235,492	231,378
Grants and subsidies ^(c)	78,982	190,180	132,399	157,876	92,334	65,446	45,685
Supplies and services	106,055	147,748	154,331	186,069	124,869	87,475	93,175
Accommodation	23,712	17,092	16,964	17,593	17,743	16,752	17,259
Depreciation and amortisation	18,142	24,678	24,497	23,634	24,246	23,273	22,386
Finance and interest costs	477	528	651	689	728	545	580
Other expenses	19,823	23,006	23,320	26,706	22,835	22,433	20,194
TOTAL COST OF SERVICES	464,192	622,103	581,541	657,334	526,610	451,416	430,657
Income							
Sale of goods and services	9,293	7,706	7,706	9,040	9,062	9,082	9,171
Regulatory fees and fines	47,412	46,416	46,971	52,347	60,544	52,543	52,543
Grants and subsidies	39,684	34,323	50,523	44,006	32,595	32,139	32,139
Other revenue	19,150	6,445	6,690	6,816	6,892	6,970	6,338
Total Income	115,539	94,890	111,890	112,209	109,093	100,734	100,191
NET COST OF SERVICES	348,653	527,213	469,651	545,125	417,517	350,682	330,466
INCOME FROM GOVERNMENT							
Service appropriations	242,011	246,420	232,554	256,298	227,390	211,024	219,146
Resources received free of charge	1,617	1,849	1,849	1,849	1,849	1,849	1,849
Special Purpose Account(s) ^(d)							
Climate Action Fund	-	2,774	-	-	-	-	-
Digital Capability Fund	-	3,900	-	-	-	-	-
Royalties for Regions Fund							
Regional Community Services Fund	52,578	149,637	116,093	146,547	111,544	74,970	46,358
Regional Infrastructure and Headworks Fund	2,457	20,065	14,146	21,200	5,524	142	2,089
Regional and State-wide Initiatives	60,328	57,981	55,445	59,451	60,191	60,969	61,061
Other appropriations	-	-	488	429	617	735	741
Other revenues	9,513	28,522	35,643	14,610	2,512	1,578	1,578
TOTAL INCOME FROM GOVERNMENT	368,504	511,148	456,218	500,384	409,627	351,267	332,822
SURPLUS/(DEFICIENCY) FOR THE PERIOD	19,851	(16,065)	(13,433)	(44,741)	(7,890)	585	2,356

(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 1,794, 1,732 and 1,798 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
2023 Total Solar Eclipse	-	2,400	2,310	3,090	-	-	-
Aboriginal Governance and Leadership							
Development Program.....	212	1,601	1,271	1,318	1,318	1,385	1,055
Aboriginal Heritage and Cultural Centre							
(Gwoonwardu Mia) in Carnarvon	1,781	1,167	1,451	882	-	-	-
Agricultural Sciences Research and							
Development Fund.....	-	-	10	-	-	-	-
Agricultural Senior Officers Committee - AGSOC ...	4,720	1,135	1,135	3,559	3,619	3,545	3,607
Bridge St. Affordable Housing Project	500	-	-	-	-	-	-
Carbon Farming and Land Restoration Program	592	3,210	330	3,421	1,703	44	-
Carnarvon Flood Mitigation Works - Stage Two ...	131	2,471	2,325	-	-	-	-
Climate Action Fund - Climate Adaptation							
Southern Rangeland Revitalisation Project							
Extension	-	-	-	800	800	700	700
Watersmart Farms - Phase Two - Industry							
Growth.....	-	-	-	-	-	1,000	1,000
Collie Futures Fund.....	256	1,000	600	1,400	-	-	-
Collie Replica Mine Upgrade Project	175	-	97	-	-	-	-
Collie Visitor's Centre Upgrade Project.....	-	500	-	500	-	-	-
Community Centres Network.....	3,048	3,046	3,046	3,092	3,138	3,185	3,265
COVID-19 Recreational Fishing Recovery.....	331	875	1,980	500	-	-	-
COVID-19 Response							
Air Freight Support Program	-	376	-	-	-	-	-
Newman Waste Water Treatment Plant.....	-	1,000	1,000	-	-	-	-
Primary Industries Workers Regional Travel							
and Accommodation Support Scheme	1,882	-	-	-	-	-	-
Residential Facility for Martu Students							
(Newman).....	-	500	250	1,750	-	-	-
Unallocated	-	90	-	-	-	-	-
Dampier Peninsula Activation.....	504	1,447	500	1,860	-	-	-
Election Commitments							
Albany Trails	-	3,200	200	1,500	1,500	-	-
Animal Welfare Small Grants Program	215	500	790	1,100	1,100	-	-
Australian Underwater Discovery Centre	200	9,100	2,200	7,100	-	-	-
Backing North Wanneroo Agriculture	-	650	100	850	700	-	-
Boulder Camp Upgrade.....	-	-	150	360	-	-	-
Bunbury Speedway Upgrades	750	-	-	-	-	-	-
Carnarvon One Mile Jetty	1	3,200	-	4,500	-	-	-
Dawesville Community Centre.....	-	3,000	1,000	1,700	300	-	-
Full Circle Therapy Centre (Paediatric Allied							
Health Services)	-	2,767	500	2,267	-	-	-
Halls Creek Town Development Masterplan.....	-	3,500	2,900	600	-	-	-
Harvey Senior Citizens Centre Redevelopment...	150	460	260	200	-	-	-
Harvey Trails and Adventure Precinct							
Masterplan Project.....	-	105	105	-	-	-	-
Industry Attraction and Development Fund -							
Collie	-	5,351	5,700	2,595	6,000	-	-
Kalgoorlie Boulder Youth Precinct and Hub							
Project.....	-	2,100	500	1,600	-	-	-
Karkurla Bushland and Nature Playground	-	-	500	100	-	-	-
Peel Agrifood Activation Fund - Food							
Technology Facility Project	-	3,769	5,503	3,266	1,264	1,500	-
Peel Regional Trails	500	1,500	1,350	150	-	-	-
Ravenswood Community Centre	-	-	1,317	-	-	-	-
RSPCA Inspectorate Services	-	580	580	580	580	580	580
Small Commitments Program	10,419	2,000	560	2,400	-	-	-
Waroona Town Centre Revitalisation	-	-	500	800	-	-	-
Western Australian Wine Industry Export							
Growth Partnerships	781	720	749	720	635	-	-
Yalgorup National Park Ecotourism							
Development	300	500	-	1,500	200	-	-
Emergency Animal Disease Preparedness	-	-	-	850	50	-	-
Export Market Success (Previously Asian							
Market Success)	39	750	750	750	750	750	750
Food and Beverage Value-Add Fund	2,038	4,684	1,341	3,650	2,996	-	-
Food Industry Innovation.....	218	200	200	200	300	300	-
Funding for the Royal Agricultural Society of							
Western Australia	2,000	-	2,000	-	-	-	-
Future Drought Fund.....	-	-	1,668	-	-	-	-
Goldfields Major Solar Feasibility	-	113	113	335	-	-	-
Grower Group Alliance.....	50	375	375	375	375	-	-
Horticultural Netting Infrastructure Scheme -							
Pome Fruit Industry	781	1,320	800	2,373	-	-	-

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
Indian Ocean Territories Service Delivery							
Arrangement	237	1,106	1,106	1,106	1,106	1,106	1,106
Kimberley Community Action Package	-	965	585	1,345	-	-	-
Kimberley Juvenile Justice Package -							
On-Country Residential Youth Facilities	-	250	500	-	-	-	-
Koojan Downs Road Upgrade	-	400	1,000	-	-	-	-
Koombana Bay Park Facilities	-	-	228	200	-	-	-
Laverton Great Beyond Visitor Centre Project	250	-	-	-	-	-	-
Leonora Ageing in Place Project	1,300	500	1,200	500	-	-	-
Mandurah Eastern Foreshore Redevelopment	1,500	-	-	-	-	-	-
Myalup-Wellington Project	-	2,800	-	2,750	10,000	20,152	-
North West Aboriginal Housing Initiative -							
Unallocated	-	-	-	-	-	-	2,089
Ord Expansion Project	200	1,983	3,952	-	-	-	-
Other Grants and Subsidies	7,381	7,271	15,344	9,240	7,176	12,754	12,833
Peel Harvey Catchment Council	120	120	120	120	120	120	-
Peel Harvey Catchment Council Water							
Research Infrastructure Project	174	350	292	34	-	-	-
Pilbara Town Based Reserves							
Irrungadji	-	4,660	1,589	3,297	-	-	-
Parnajinya	2,151	2,016	743	1,075	382	-	-
Tjalka Boorda Transition Plan	306	694	558	700	-	-	-
Unallocated	-	200	300	6,091	980	-	-
Puntukurnu Aboriginal Medical Service Jiji							
Program	20	787	400	387	-	-	-
Reconnect WA	43	5,000	6,343	-	-	-	-
Recreational Fishing Initiatives (includes							
Fishability)	2,221	2,100	2,100	2,100	2,100	2,100	2,100
Regional Centres Development Plan -							
Stage Two	-	2,450	-	-	-	-	-
Regional Development Leverage Unit	425	2,383	2,600	3,961	4,750	4,750	5,000
Regional Economic Development Grants							
Scheme	4,647	5,000	11,982	5,000	5,000	5,000	5,000
Regional Local Content Initiative	-	90	152	30	-	-	-
Regional Men's Health	800	800	800	800	800	800	800
Regional Recovery Partnerships	1,340	7,500	3,000	4,500	-	-	-
Regional Telecommunications Project	2,327	5,949	540	126	4,000	-	-
Regional Telecommunications Project							
Continuation	1,155	6,059	4,803	9,387	4,112	-	-
Regional Workers Incentives - Price Index							
Funding	-	175	124	-	175	-	175
Riverview Residents - Upgrade to Over 55's							
Estate	-	2,000	-	2,000	-	-	-
RSPCA - Inspectorate Services	1,410	580	580	580	580	580	580
Rural Farm Assistance	205	200	200	200	200	200	200
Rural, Regional and Remote Network	-	150	150	350	200	150	100
Severe Tropical Cyclone Seroja Assistance							
Package	2,867	26,400	2,426	2,205	-	-	-
Shark Hazard Mitigation Services	3,990	3,944	3,944	3,983	4,023	-	-
Shark Hazard Mitigation Strategies and Initiatives	261	600	738	600	600	600	600
Sheep and Goat Electronic Identification	-	-	2,857	11,555	8,820	-	-
Southern Forests Food Council	-	425	-	425	-	-	-
State Agriculture Telecommunication							
Infrastructure Fund							
Administration	5	-	32	-	-	-	-
Connected Farms - Scott River Agricultural							
Precinct	-	-	52	314	52	-	-
Digital Farm	785	787	767	285	-	-	-
Digital Farm Round Two	525	825	1,000	75	-	-	-
Digital Farm Round Three	1,141	3,250	1,367	4,492	-	-	-
Northern Goldfields Digital Connectivity Project	-	500	531	500	-	-	-
Regional Connectivity Program	-	87	93	94	-	-	-
Unallocated	-	2,417	-	1,281	1,200	-	-
University of Western Australia Wave Energy							
Research Centre	-	500	500	250	-	-	-
WA Open for Business	2,254	3,750	3,750	2,750	2,750	2,750	2,750
Warmun Facility Upgrade	-	500	-	500	-	-	-
Western Australian Regional Digital							
Connectivity Program	-	4,500	2,300	6,700	4,485	-	-
Western Rock Lobster Industry Levy	204	200	200	200	200	200	200
Wild Dogs Action Plan	786	1,195	1,535	1,195	1,195	1,195	1,195
Yamatji Nation ILUA - Registration	5,378	4,500	-	-	-	-	-
TOTAL	78,982	190,180	132,399	157,876	92,334	65,446	45,685

STATEMENT OF FINANCIAL POSITION ^(a)
(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
CURRENT ASSETS							
Cash assets	29,349	8,374	26,074	1,024	9,252	8,874	8,186
Restricted cash	107,374	80,438	99,896	83,380	65,680	63,380	61,702
Holding Account receivables	3,825	9,594	5,743	5,743	5,743	5,743	5,743
Receivables	8,333	8,618	8,333	8,333	8,333	8,333	8,333
Other.....	11,741	11,606	12,691	12,691	12,529	12,529	11,529
Assets held for sale	2,240	2,000	2,240	2,240	2,240	2,240	2,240
Total current assets	162,862	120,630	154,977	113,411	103,777	101,099	97,733
NON-CURRENT ASSETS							
Holding Account receivables	197,087	209,837	215,375	234,803	257,710	286,095	313,593
Property, plant and equipment.....	346,031	352,716	370,992	445,257	550,517	659,683	719,418
Intangibles	5,547	21,552	(252)	3,748	6,672	6,966	6,685
Restricted cash	3,063	3,062	3,063	3,063	3,063	3,063	3,063
Other.....	37,136	23,533	35,636	34,636	33,636	33,135	33,135
Total non-current assets	588,864	610,700	624,814	721,507	851,598	988,942	1,075,894
TOTAL ASSETS	751,726	731,330	779,791	834,918	955,375	1,090,041	1,173,627
CURRENT LIABILITIES							
Employee provisions	51,602	50,780	51,602	51,602	51,602	51,602	51,602
Payables	9,637	6,979	8,841	9,135	8,219	7,304	7,013
Borrowings and leases	5,314	4,005	3,589	4,685	4,408	4,668	3,561
Other.....	21,593	33,500	21,593	21,593	21,593	21,593	21,593
Total current liabilities	88,146	95,264	85,625	87,015	85,822	85,167	83,769
NON-CURRENT LIABILITIES							
Employee provisions	8,346	8,996	8,346	8,346	8,346	8,346	8,346
Borrowings and leases	8,505	7,798	9,338	7,820	6,019	6,113	5,604
Other.....	5,703	2,827	5,774	3,507	2,108	1,595	1,363
Total non-current liabilities	22,554	19,621	23,458	19,673	16,473	16,054	15,313
TOTAL LIABILITIES.....	110,700	114,885	109,083	106,688	102,295	101,221	99,082
EQUITY							
Contributed equity	617,198	668,042	660,771	763,068	895,751	1,030,938	1,114,307
Accumulated surplus/(deficit).....	(24,759)	(65,087)	(38,668)	(83,409)	(91,299)	(90,714)	(88,358)
Reserves.....	48,587	13,490	48,605	48,571	48,628	48,596	48,596
Total equity	641,026	616,445	670,708	728,230	853,080	988,820	1,074,545
TOTAL LIABILITIES AND EQUITY	751,726	731,330	779,791	834,918	955,375	1,090,041	1,173,627

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

STATEMENT OF CASHFLOWS ^(a)
(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
CASHFLOWS FROM GOVERNMENT							
Service appropriations.....	222,389	222,070	207,713	229,896	198,305	176,861	185,870
Capital appropriation	33,812	28,066	13,910	74,886	100,130	120,571	78,434
Holding Account drawdowns	1,434	5,831	4,635	6,974	6,178	5,778	5,778
Special Purpose Account(s)							
Climate Action Fund	133	2,774	2,774	5,756	5,738	5,224	2,860
Digital Capability Fund.....	10,020	3,900	3,900	5,956	1,900	-	-
Royalties for Regions Fund							
Regional Community Services Fund.....	55,787	154,370	120,368	149,997	114,766	76,970	48,358
Regional Infrastructure and Headworks							
Fund.....	4,353	42,849	32,873	33,449	27,217	7,534	2,164
Regional and State-wide Initiatives.....	60,328	57,981	55,445	59,451	60,191	60,969	61,061
Other.....	9,413	27,889	35,010	14,243	2,164	1,230	1,230
Administered appropriations	-	-	488	429	617	735	741
Net cash provided by Government	397,669	545,730	477,116	581,037	517,206	455,872	386,496
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(217,001)	(219,290)	(229,798)	(244,487)	(243,350)	(233,483)	(229,369)
Grants and subsidies.....	(78,982)	(191,948)	(134,306)	(160,010)	(94,766)	(66,948)	(46,252)
Supplies and services	(100,690)	(140,168)	(146,751)	(180,405)	(119,817)	(79,846)	(85,043)
Accommodation	(24,868)	(16,645)	(16,517)	(17,593)	(17,743)	(16,752)	(17,259)
GST payments	(23,785)	(15,788)	(15,788)	(16,025)	(16,265)	(16,509)	(16,509)
Finance and interest costs.....	(384)	(439)	(448)	(522)	(602)	(471)	(536)
Other payments.....	(25,159)	(24,946)	(24,734)	(27,157)	(23,426)	(23,084)	(20,845)
Receipts ^(b)							
Regulatory fees and fines.....	37,158	46,416	46,971	52,347	60,544	52,543	52,543
Grants and subsidies.....	39,077	34,323	50,523	44,032	32,621	32,130	32,130
Sale of goods and services.....	6,126	7,725	7,725	9,059	9,062	9,082	9,171
GST receipts	24,405	15,788	15,788	16,025	16,265	16,509	16,509
Other receipts	19,682	2,654	2,899	3,053	3,151	3,251	2,619
Net cash from operating activities	(344,421)	(502,318)	(444,436)	(521,683)	(394,326)	(323,578)	(302,841)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(28,458)	(57,522)	(37,763)	(97,175)	(126,055)	(128,717)	(79,165)
Other payments.....	(3,000)	-	-	-	-	-	-
Proceeds from sale of non-current assets.....	65	255	255	255	255	255	255
Net cash from investing activities.....	(31,393)	(57,267)	(37,508)	(96,920)	(125,800)	(128,462)	(78,910)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(7,618)	(6,010)	(6,475)	(5,508)	(8,068)	(7,525)	(8,122)
Other proceeds	3,385	550	550	1,508	1,516	1,015	1,011
Net cash from financing activities.....	(4,233)	(5,460)	(5,925)	(4,000)	(6,552)	(6,510)	(7,111)
NET INCREASE/(DECREASE) IN CASH HELD	17,622	(19,315)	(10,753)	(41,566)	(9,472)	(2,678)	(2,366)
Cash assets at the beginning of the reporting period	123,764	111,189	139,786	129,033	87,467	77,995	75,317
Net cash transferred to/from other agencies.....	(1,600)	-	-	-	-	-	-
Cash assets at the end of the reporting period	139,786	91,874	129,033	87,467	77,995	75,317	72,951

(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
Regulatory Fees and Fines							
Regulatory Fees	12,451	8,071	8,626	9,102	9,199	9,298	9,298
Grants and Subsidies							
Direct Grants and Subsidies Receipts							
Commonwealth - Recurrent	3,535	1,766	13,106	7,597	4,127	4,337	4,337
Recurrent	28,631	54,732	61,579	43,076	28,727	27,793	27,793
Sale of Goods and Services							
Sale of Goods and Services	6,126	7,725	7,725	9,059	9,062	9,082	9,171
GST Receipts							
GST Input Credits	20,512	9,327	9,327	9,467	9,609	9,753	9,753
GST Receipts on Sales	3,893	6,461	6,461	6,558	6,656	6,756	6,756
Other Receipts							
Interest Received	234	1,531	1,531	1,515	1,487	1,487	1,487
National Partnership Payments							
Capital - National Water Grid Fund	2,650	3,600	3,750	5,373	160	-	-
Farm Business Resilience and Regional							
Drought Planning Program	3,597	-	-	-	-	-	-
Future Drought Fund - Regional Drought							
Resistance Planning	6,160	-	-	-	-	-	-
Horticultural Netting Infrastructure Scheme	2,634	-	-	-	-	-	-
Managing Established Pest Animals and							
Weeds	142	134	564	218	415	-	-
National Plant Health Surveillance Program	126	126	126	126	126	-	-
National Water Infrastructure Development							
Fund - Feasibility Component - Southern							
Forests Irrigation Scheme	-	250	150	450	-	-	-
Pest and Disease Preparedness and							
Response Programs	-	441	5,077	132	-	-	-
Recurrent - Ehrlichia Canis Pilot Program	75	75	75	-	-	-	-
Other Receipts	19,393	1,418	1,436	1,691	1,640	1,662	1,662
Receipts of Employee Contributions							
Housing Leased	864	793	1,038	1,150	1,254	1,332	700
Vehicles Leased	131	-	-	-	-	-	-
TOTAL	111,154	96,450	120,571	95,514	72,462	71,500	70,957

DETAILS OF ADMINISTERED TRANSACTIONS

	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
INCOME							
Other							
Appropriation	1,550	1,550	1,550	1,550	1,550	1,550	1,550
Interest Revenue	805	639	981	753	529	270	304
Other Revenue	494	-	-	-	-	-	-
Revenue from Regional and State-wide Initiatives - Recurrent	-	(21,739)	(100,565)	(101,585)	(41,711)	(20,455)	31,745
Revenue from Regional Community Services Fund - Recurrent	5,462	7,290	7,290	6,600	6,348	6,200	6,200
Revenue from Regional Infrastructure and Headworks Fund - Recurrent	-	28	28	-	-	-	-
TOTAL ADMINISTERED INCOME	8,311	(12,232)	(90,716)	(92,682)	(33,284)	(12,435)	39,799
EXPENSES							
Grants to Charitable and Other Public Bodies							
East Kimberley Transitional Housing	618	874	695	1,161	1,026	969	1,026
Essential and Municipal Services Improvement in Remote Aboriginal Communities	8,929	15,022	24,091	1,731	1,835	-	-
Hedland Transitional Housing Project	-	808	1,626	1,633	787	-	-
Jalbi Jiya (Your Home) Program	891	345	345	359	404	346	-
Kimberley Schools Project	5,041	4,893	4,907	151	234	-	-
Leedal - Fitzroy Affordable Housing Project	-	4,767	1,910	1,428	4,097	-	-
North West Aboriginal Housing	-	4,670	1,657	5,302	-	-	-
On-Country Residential Youth Facilities	-	2,750	3,000	5,000	5,000	2,500	-
Pilbara Hydrogen Hub	-	833	-	833	834	-	-
Regional Reform Fund	-	-	-	-	-	-	11,745
Regional Telecommunications Project Continuation	-	2,811	1,930	-	-	-	-
Royalties for Regions Program Global Provision	-	29,307	24,103	20,000	20,000	20,000	20,000
State Contribution to Natural Resource Management	8,084	8,908	10,145	8,150	7,898	7,750	7,750
Western Australia Regional Digital Connectivity Program	-	4,900	4,900	9,897	14,910	4,391	-
Other							
Royalties for Regions Program Underspend Provision	-	(59,590)	(131,890)	(132,315)	(77,455)	(44,846)	-
Supplies and Services	1,078	199	273	209	150	64	115
Western Australia Co-Operatives Loan Scheme - Interest Expense to Western Australian Treasury Corporation	590	440	708	544	379	206	189
TOTAL ADMINISTERED EXPENSES	25,231	21,937	(51,600)	(75,917)	(19,901)	(8,620)	40,825

Agency Special Purpose Account Details

FISHERIES ADJUSTMENT SCHEMES SPECIAL PURPOSE ACCOUNT

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance	510	117	823	1,500
Receipts:				
Other	3,991	550	1,587	1,080
Appropriations.....	-	2,804	1,767	5,500
	4,501	3,471	4,177	8,080
Payments	3,678	3,465	2,677	7,580
CLOSING BALANCE	823	6	1,500	500

FISHERIES RESEARCH AND DEVELOPMENT SPECIAL PURPOSE ACCOUNT

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance	100	119	100	7,542
Receipts:				
Appropriations.....	53,818	38,256	39,780	51,368
Other	19,904	29,980	35,864	29,980
	73,822	68,355	75,744	88,890
Payments	73,722	68,237	68,202	83,390
CLOSING BALANCE	100	118	7,542	5,500

RECREATIONAL FISHING SPECIAL PURPOSE ACCOUNT

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance	500	2,000	500	500
Receipts:				
Other	9,524	9,247	9,250	9,247
Appropriations.....	6,646	3,687	4,248	5,155
	16,670	14,934	13,998	14,902
Payments	16,170	12,934	13,498	14,402
CLOSING BALANCE	500	2,000	500	500

ROYALTIES FOR REGIONS REGIONAL REFORM FUND

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance	57,578	41,277	42,593	8,362
Receipts:				
Other ^(a)	494	-	-	-
Appropriations.....	-	4,000	4,000	17,552
	58,072	45,277	46,593	25,914
Payments	15,479	34,129	38,231	16,765
CLOSING BALANCE	42,593	11,148	8,362	9,149

(a) Refund from Communities.

Division 16 Mines, Industry Regulation and Safety

Part 4 Jobs and Economic Development

Appropriations, Expenses and Cash Assets

	2021-22 Actual ^(a) \$'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
DELIVERY OF SERVICES							
Service Appropriation							
Base Component	137,271	147,898	151,851	169,811	156,980	152,456	156,141
Services to Industry Component (Mining Tenement Rentals) ^(b)	21,910	29,139	29,139	35,399	37,838	38,873	38,892
Item 45 Net amount appropriated to deliver services	159,181	177,037	180,990	205,210	194,818	191,329	195,033
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	1,783	1,789	1,789	1,795	1,801	1,846	1,892
Total appropriations provided to deliver services	160,964	178,826	182,779	207,005	196,619	193,175	196,925
ADMINISTERED TRANSACTIONS							
Item 46 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	103,246	49,243	42,318	19,045	20,296	16,823	16,577
CAPITAL							
Item 127 Capital Appropriation	6,608	1,588	3,682	3,906	1,955	1,471	1,273
TOTAL APPROPRIATIONS	270,818	229,657	228,779	229,956	218,870	211,469	214,775
EXPENSES							
Total Cost of Services	320,067	367,589	371,952	397,155	390,056	377,253	374,763
Net Cost of Services ^(c)	151,636	193,897	192,015	223,402	212,985	199,269	199,801
CASH ASSETS ^(d)	476,779	469,033	489,779	498,224	507,154	521,305	534,716

(a) The 2021-22 Actual financial data has been recast for comparative purposes due to the Machinery of Government merger of Energy Policy WA into the Department from 1 July 2022.

(b) The Department will collect additional revenue for Mining Tenement Rentals (MTR) from 2023-24 onwards. The increased revenue will fund Sustainable Geoscience Investments, including increases to the Exploration Incentive Scheme for a new Geophysical Co-funding Program and additions to the existing Government-Industry Co-funded Drilling and Energy Analysis Programs. Also, it will allow the commencement of an Industry Ready Program to provide new packages of 'bespoke' data. This enables the Department to promote continued investment in the State and deliver services more effectively in response to industry needs. Further details on MTR appear in the Details of Administered Transactions table below.

(c) 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.

(d) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the 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
New Initiatives					
Building Engineers Registration	-	629	1,166	1,455	1,649
Climate Action Fund - Green Energy Approvals.....	40	164	165	167	169
Decarbonisation Support.....	-	2,006	778	800	820
Increased Scope of Plumbing Regulation.....	-	706	956	967	978
Sustainable Geoscience Investments.....	-	7,156	8,632	8,669	8,668
Ongoing Initiatives					
Abandoned Mines Program - Increased Works Program	5,300	-	-	-	-
Mental Awareness, Respect and Safety (MARS) Program.....	-	6,500	6,500	-	-
ServiceWA App Program - Digital Capability Fund.....	911	370	-	-	-
Tjiwarl Palyakuwa Indigenous Land Use Agreement (ILUA)	- (a)	- (a)	- (a)	- (a)	- (a)
Other					
Australian Energy Market Commission	-	100	100	200	200
Energy Safety Business Plan Update	-	4,048	4,441	4,844	-
Government Office Accommodation Update.....	2	2	2	3	-
Government Regional Officer Housing	(115)	(119)	(117)	(112)	(104)
Occupational Licensing	-	2,728	-	-	-
Public Sector Wages Policy	11,439	9,745	12,971	16,247	21,996
Royalties for Regions Program Update	(22)	(22)	(22)	(22)	206
Royalties Management System Transition.....	387	429	38	-	-
Salaries and Allowances Tribunal.....	-	-	-	45	91
State Fleet Policy and Procurement Initiatives	(240)	(212)	(193)	(156)	(174)
Work Health and Safety Act 2020 - Additional Resourcing.....	-	1,474	988	1,004	1,016

(a) 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

Key Government Reforms

1. The Department continues to review significant legislation it administers to improve outcomes and ensure that legislation remains contemporary; including the *Residential Tenancies Act 1987* and *Commercial Tenancy (Retail Shops) Agreements Act 1985*, along with progressing important reforms to reduce red tape and improve protection for consumers. The review of the *Retirement Villages Act 1992* has been completed and the Government has approved drafting amendments. The Government has also committed to the implementation of a registration scheme for short-term rental accommodation providers in Western Australia. Responsibility for developing the legislation to support the scheme and establishing the register sits with the Department. Additional resources have been allocated to progress this work as a priority and work will continue through 2023-24.
2. The Department is continuing its work to reform the State's building regulatory framework and implement key recommendations from the national Building Confidence - Improving the Effectiveness of Compliance and Enforcement Systems for the Building and Construction Industry across Australia report. Registration of building engineers is a priority reform, with a new registration scheme set to commence operation from 1 July 2024. Building engineering practitioners (individuals) and contractors (businesses) will be required to obtain registration, with the focus being on those carrying out structural, fire safety, civil and mechanical engineering work on buildings. The Government has committed new funding to the Department from 2023-24 onwards to cover the additional costs and new staff required to implement and enforce the scheme requirements, ensuring the maximum benefits to the Western Australian building industry and consumers are delivered.

3. The Department is responsible for ensuring regulated plumbing work in Western Australia complies with basic health and safety requirements. It does this through a risk-based inspection regime. Implementing the Government's recent commitments to adopt the 2022 edition of the National Construction Code (of which the Plumbing Code of Australia is a part) and amendments to the existing Plumbers Licensing and Plumbing Standards Regulations 2000 will increase the scope of regulated plumbing work that requires inspection. To ensure the ongoing effectiveness of the Department's inspection regime and the safety of water supply for Western Australians, the Government has committed funding for additional plumbing inspection and compliance staff from 2023-24 onwards.
4. The Department has established the Aboriginal Empowerment Unit (AEU) to deliver on government programs and reforms that impact the delivery of the Government's Aboriginal Empowerment Strategy. The AEU has undertaken significant recruitment during 2022-23 that will continue into 2023-24, and is working towards the creation of four teams with responsibility for Aboriginal Engagement (including regional liaison officers), Aboriginal Procurement, Cultural Responsiveness and Aboriginal Outcomes (policy review). The AEU has established Cultural and Government Governance structures, to guide, provide advice and support the endorsed project plan for the unit.
5. The Department continues to progress initiatives to streamline the processing of occupational licences and will expand the Collie Licensing Hub throughout 2023-24.

Protecting Workers and Supporting Consumers

6. In February 2023, the Inquiry into the Agricultural Industry in Western Australia final draft report was submitted to the WorkSafe Commissioner.
7. As part of the overall wage-theft prevention strategies, a Supplier Wage Audit Unit has been established within the Department to monitor and audit the compliance of government suppliers to ensure they meet their employment obligations. The focus will initially be on the security and cleaning industries.
8. The Department is supporting the Western Australian Building and Construction Consultative Committee, to progress its three key strategic advice issues under its Strategic Plan. These three priorities focus on contributing to a new approach to apprenticeships, reporting for options to reform industry culture, and supporting the implementation of best practice frameworks for work health and safety.
9. The Department is aware of 32 cases of silicosis from engineered stone in Western Australia since 2018. Nationally it has been estimated that there are at least 579 people in Australia living with silicosis. The Department has published a Dust Strategy 2023-24 to focus on silica, asbestos and other dusts. There is currently significant activity taking place in federal forums, including Safe Work Australia, regarding advancing regulatory changes to better prevent harmful exposure to silica. Advancing industry compliance with work health and safety laws in relation to reducing silica exposure continues to be a priority. Further regulatory changes in this area may be required in the next 12 months.
10. The Department will begin the process of reviewing the *Dangerous Goods Safety Act 2004* (the Act) and supporting legislation to identify its development and coexistence with the *Work Health and Safety Act 2020*. An independent consultant will be engaged at the beginning of 2024 to begin the process of reviewing the Act and regulations. It is expected that this process will take up to 12 months and require significant input from senior leadership and inspectors to inform the process.
11. Throughout 2023-24, the Department will continue to devote significant resources to deliver on its Consumer Justice Strategy (the Strategy). The Strategy aims to raise the community's awareness about consumer rights and ensure the services provided by the Department are accessible to the most disadvantaged. The Strategy will focus on developing 'easy read' tenancy advice for the culturally and linguistically diverse community and for people with a disability, along with working collaboratively with other regulators to stop unfair business practices that impact Aboriginal consumers in remote communities.

Supporting Western Australia's Energy Transformation and Economic Growth

12. Decarbonisation and strong industry emission-reduction ambitions are fast-tracking the energy transition. The significant demand for green energy requires assessments of electricity infrastructure (particularly transmission networks), regulatory and market needs. The Department contributed to the Treasury-led Taskforce in undertaking an initial assessment of future demand for low-emissions electricity for the State's main network, the South West Interconnected System. During 2022-23, the Department led a working group on demand projections and modelling, which fed into broader advice to Government. It is anticipated that work in this area will continue into 2023-24.
13. The Government's second progress report for the Distributed Energy Resources (DER) Roadmap was released in mid-2022, highlighting achievements and opportunities in integrating consumer devices into the power system, with a focus on the integration of electric vehicles in the power system. The successful implementation of Emergency Solar Management has provided an important tool for managing power system emergencies and was available (although not triggered) throughout 2022-23. The Project Symphony virtual power plant pilot in Southern River entered its active testing phase in 2022-23, with customers' rooftop solar and battery storage successfully providing market and network support services. The Department commenced drafting of amendments to primary legislation to enable future customer DER participation in the power system and comprehensive frameworks for power system security and reliability.
14. The Department is contributing to the development of the Government's Sectoral Emissions Reduction Strategies (SERS), through leading the electricity sector modelling. The SERS will develop credible and robust pathways to net zero by 2050, and demonstrate the role that electricity will need to play in decarbonisation across the various energy supply arrangements present in Western Australia, including modelling and policy analysis of supply in the South West, Pilbara, remote mine sites and towns supplied by microgrids.
15. The Department is providing technical input into a number of hydrogen standards and working groups as a result of the transition to alternative fuel sources. Due to the absence of suitable Australian/international standards, the Department has prepared guidance on minimum requirements for safe manufacturing and production of hydrogen. More work is required to communicate the safety requirements to stakeholders and the challenges this poses to State developments, particularly in relation to land tenure access. Furthermore, work is progressing with the Department of Jobs, Tourism, Science and Innovation on the detailed design of a Renewable Hydrogen Target. This work includes a study into the role of renewable hydrogen in the electricity sector, targeting areas such as long-term storage and peaking generation, as well as a Market Impact Assessment and development of enabling legislation.

Build a Sustainable and Responsible Resources Industry

16. The Government collected record royalty revenues (including North West Shelf grants) of \$12.8 billion over the past financial year. There were all-time high levels of mineral exploration expenditure and stronger levels of mining investment. The heightened level of activity in the resource sector has been supported by an increase in mining tenement and petroleum title applications and grants.
17. The Department continues to deliver the \$10.6 million Geoscience Data Transformation Strategy through the five-year program of work scheduled to be complete by June 2026. The program remains on track based on planned activity scheduling and within forecast budget spending.
18. The Mental Awareness, Respect and Safety Program has funded a package of initiatives including: a landmark research study to understand and analyse the issues; improve regulatory capability, upskill industry through training and organisational capability development; and provide resources and support to workers and affected people. Other initiatives drive awareness and support the Government's commitments to the Enough is Enough Parliamentary Inquiry report.
19. The WA Array project seismometers have successfully been deployed across Region 1 (including parts of the South West of Western Australia), where they will record data until December 2023. Data from the first three months of recording have been collected and are now being collated, quality assured, and processed. Data will also be collected in June-July 2023 and at the year end when the instruments will be collected and moved into the second deployment region in the State's South and Mid West. The project team are continuing to promote the project to national and international audiences, including the scientific and exploration communities as well as the public.

20. On 20 December 2022, the Office of the Auditor General released a report on the effectiveness of both the Department and the Department of Water and Environmental Regulation's compliance with mining environmental conditions (for both minerals and petroleum). The Department is actively working to address the findings.
21. The Department is progressing the Fast Tracking Mining Approvals Strategy, an election commitment by the Government to transform the regulation of resources projects. The *Mining Amendment Act 2022* received the Royal Assent on 28 September 2022, further strengthening frameworks, assessments and the introduction of a single approval instrument.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Supporting a safe, fair and responsible future for the community, industry and resources sector.	1. Resources Advice and Regulation
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.		2. Industry Advice and Regulation 3. Safety and Labour Relations Advice and Regulation
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	A sustainable, efficient, secure and affordable energy sector.	4. Development and Implementation of Energy Policy

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. Resources Advice and Regulation.....	103,244	131,152	133,706	138,285	143,126	142,328	141,415
2. Industry Advice and Regulation	110,061	112,959	115,534	119,239	120,880	122,108	119,640
3. Safety and Labour Relations Advice and Regulation.....	89,482	91,667	91,557	100,534	97,907	90,224	90,866
4. Development and Implementation of Energy Policy	17,280	31,811	31,155	39,097	28,143	22,593	22,842
Total Cost of Services	320,067	367,589	371,952	397,155	390,056	377,253	374,763

Outcomes and Key Effectiveness Indicators ^(a)

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Outcome: Supporting a safe, fair and responsible future for the community, industry and resources sector:					
Stakeholder satisfaction with the Department as an effective resource sector regulator ^(b)	74%	75%	72%	75%	
Number of work-related traumatic-injury fatalities ^(c)	18	nil	13	nil	
Stakeholder satisfaction with the Department as an effective industry regulator ^(b)	73%	75%	70%	75%	
Outcome: A sustainable, efficient, secure and affordable energy sector:					
The extent to which policy and program development objectives for the year are achieved	95%	100%	99%	100%	

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

(b) The 2022-23 Estimated Actual is the mean of the two previous audited results, rounded to the nearest percent.

(c) Confirmed reported work-related traumatic fatalities as of 31 March 2023 comprised 13 cases. The five-year rolling average is available in the Department's Annual Report.

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 103,244	\$'000 131,152	\$'000 133,706	\$'000 138,285	1
Less Income	56,105	50,578	56,859	50,921	2
Net Cost of Service	47,139	80,574	76,847	87,364	
Employees (Full-Time Equivalents)	557	659	663	673	3
Efficiency Indicators					
Average cost of resource regulation per live title.....	\$4,117	\$5,108	\$5,143	\$5,048	4

Explanation of Significant Movements

(Notes)

1. The increases in the Total Cost of Service from the 2021-22 Actual to the 2022-23 Estimated Actual (30%) and to the 2023-24 Budget Target (34%) are mainly due to increased workload for the Mining Rehabilitation Fund - Abandoned Mines Program, Sustainable Geoscience Investments and Service Improvement initiatives.
2. The increase in income from the 2022-23 Budget to the 2022-23 Estimated Actual (12%) is due to increased Mining Rehabilitation Fund Levy collections.
3. The increase in full-time equivalents from the 2021-22 Actual to the 2022-23 Estimated Actual and the 2023-24 Budget Target is due to an increase in the Total Cost of Service as detailed in Note 1 above and the impact of attraction and retention issues in 2021-22.
4. The increase in the average cost of resource regulation per live title from the 2021-22 Actual to the 2022-23 Estimated Actual (24%) is primarily due to an increase in the Total Cost of Service resulting from an increased workload for the Mining Rehabilitation Fund - Abandoned Mines Program and Service Improvement initiatives as per Note 1.

2. Industry Advice and Regulation

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	110,061	112,959	115,534	119,239	
Less Income	51,851	67,502	67,485	67,526	1
Net Cost of Service	58,210	45,457	48,049	51,713	
Employees (Full-Time Equivalents)	509	585	586	638	2
Efficiency Indicators					
Average cost per transaction to deliver industry advice and regulation services.....	\$221	\$211	\$258	\$261	3

Explanation of Significant Movements

(Notes)

1. The increase in income from the 2021-22 Actual to the 2022-23 Estimated Actual and 2023-24 Budget Target is due to the Energy Safety Business Plan update.
2. The increase in full-time equivalents from the 2022-23 Estimated Actual to the 2023-24 Budget Target (9%) is primarily to assist with processing occupational licenses at the Collie Licensing Hub and metropolitan offices.
3. The increase in average cost per transaction to deliver industry advice and regulation services from the 2022-23 Budget to the 2022-23 Estimated Actual (23%) is due to a reduction in transactions, including rental bonds and grant applications, associated with the current housing market conditions.

3. Safety and Labour Relations Advice and Regulation

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	89,482	91,667	91,557	100,534	1
Less Income	57,724	52,673	52,656	52,494	
Net Cost of Service	31,758	38,994	38,901	48,040	
Employees (Full-Time Equivalents)	459	532	532	539	
Efficiency Indicators					
Average cost per transaction to deliver safety and labour relations regulation services	\$5,171	\$5,222	\$7,375	\$6,941	2
Percentage of High-risk Work Licence (HRWL) applications determined within agreed timeframes ^(a)	32%	80%	35%	80%	3

(a) The Department's published HRWL target timeframe is 80% within 10 business days. Results of this indicator will vary from those published online as this measure is calculated date received to date determined, and also weighted by the proportion of the licence types determined during the reporting period.

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2021-22 Actual to the 2023-24 Budget Target (12%) is primarily due to implementation of the *Work Health and Safety Act 2020* and the MARS Program.
2. The increased average cost per transaction to deliver safety and labour relations regulation services from the 2021-22 Actual to the 2022-23 Estimated Actual and 2023-24 Budget Target is mainly due to the reallocation of resources from proactive inspections to addressing an increased number of direct complaints to Private Sector Labour Relations, and a reduction in the volume of reported COVID-19 incidents due to reporting requirements being discontinued in August 2022.
3. The percentage of HRWL applications determined within agreed timeframes year-to-date is 35%, based on 60,318 applications, with 21,297 finalised in 10 business days. The volume of HRWL applications received remains high and the Department has increased its resourcing for HRWL application determination.

4. Development and Implementation of Energy Policy

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 17,280	\$'000 31,811	\$'000 31,155	\$'000 39,097	1
Less Income	2,751	2,939	2,937	2,812	
Net Cost of Service	14,529	28,872	28,218	36,285	
Employees (Full-Time Equivalents)	75	78	78	80	
Efficiency Indicators					
Average cost of policy/project development.....	\$37,107	\$27,505	\$32,185	\$40,390	2

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2022-23 Estimated Actual to the 2023-24 Budget Target (25%) is primarily due to increased grants for electric vehicle charging infrastructure for local government, small business and charities, and decarbonisation support. The increase from the 2021-22 Actual to the 2022-23 Budget (84%) was primarily due to the introduction of electric vehicle charging infrastructure grants for local governments, small businesses and charities and also repositioning of the State Underground Power Program and Household Energy Efficiency grants.
2. The increase in the average cost of policy/project development from the 2022-23 Estimated Actual to the 2023-24 Budget Target (25%) is primarily due to an increase in the Total Cost of Service as detailed in Note 1 above.

Asset Investment Program

1. The Department's Asset Investment Program in 2023-24 is \$13.5 million, comprising mainly of:

1.1. ongoing ICT works associated with the Compliance and Regulation System (CARS) Transformation Program and Tracking Mining Approvals - Digital Transformation Program; and

1.2. new works to support Sustainable Geoscience Investments.

	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
WORKS IN PROGRESS							
ICT Infrastructure							
CARS Transformation Program	7,062	1,587	1,587	3,136	1,871	468	-
Fast Tracking Mining Approvals - Digital Transformation Program	7,540	765	765	4,521	2,254	-	-
Strategic Information Plan	13,423	12,223	1,000	1,200	-	-	-
Mineral House and Kalgoorlie Complex Urgent Building							
Safety Remediation Works	2,750	2,350	2,350	400	-	-	-
ServiceWA App Program	1,669	927	927	742	-	-	-
COMPLETED WORKS							
COVID-19 Response							
Kalgoorlie Core Library Expansion	2,909	2,909	673	-	-	-	-
Other Completed Works							
Asset Replacement Program - Computer Hardware and Software - 2022-23 Program	914	914	914	-	-	-	-
ICT Infrastructure - Customer Identity Access Management - Platform	3,600	3,600	1,046	-	-	-	-
NEW WORKS							
Asset Replacement Program - Computer Hardware and Software							
2023-24 Program	914	-	-	914	-	-	-
2024-25 Program	914	-	-	-	914	-	-
2025-26 Program	914	-	-	-	-	914	-
2026-27 Program	914	-	-	-	-	-	914
ICT Infrastructure - Geoscience Data Transformation Strategy	300	-	-	300	-	-	-
Sustainable Geoscience Investments - Core Libraries Program Works	3,276	-	-	2,300	735	241	-
Total Cost of Asset Investment Program.....	47,099	25,275	9,262	13,513	5,774	1,623	914
FUNDED BY							
Capital Appropriation			2,350	2,700	735	241	-
Drawdown from the Holding Account.....			914	914	914	914	914
Internal Funds and Balances.....			1,673	1,200	-	-	-
Major Special Purpose Account(s) Drawdown from Digital Capability Fund			4,325	8,699	4,125	468	-
Total Funding			9,262	13,513	5,774	1,623	914

Financial Statements

Income Statement

Expenses

1. Employee benefits increased by \$9.8 million between the 2022-23 Budget and 2022-23 Estimated Actual, mainly due to the public sector wages policy, and by \$5.2 million between the 2023-24 Budget Year and 2024-25 Outyear, mainly due to additional investment in the Sustainable Geoscience initiatives.
2. Supplies and services increased by \$21.8 million between the 2021-22 Actual and 2022-23 Estimated Actual mainly due to the MARS Program, Abandoned Mines Program, Energy Safety Business Plan, Service Improvement Initiatives and projects funded from the Digital Capability Fund. The decrease from the 2023-24 Budget Year to the outyears is mainly due to the MARS Program expenses, and update for the Energy Safety Business Plan only being applicable to the 2024-25 and 2025-26 years respectively.

Income

3. Grants and subsidies is estimated to increase by \$2.7 million between the 2023-24 Budget Year and the 2024-25 Outyear mainly due to the Energy Transformation Strategy.
4. Service appropriations is estimated to increase by \$4 million between the 2022-23 Budget and the 2022-23 Estimated Actual mainly due to the public sector wages policy. Service appropriations is expected to increase by \$24.2 million between the 2022-23 Estimated Actual and 2023-24 Budget Year mainly due to increased funding for new initiatives such as Sustainable Geoscience Investments, decarbonisation support, Occupational Licensing and *Work Health and Safety Act 2020* - Additional Resourcing.

Statement of Financial Position

5. Total assets are expected to increase by \$31.6 million between the 2022-23 Budget and 2022-23 Estimated Actual. This mostly reflects an increase in the restricted cash balance of the Mining Rehabilitation Fund and an increase in intangibles following additional investment in ongoing ICT initiatives.

Statement of Cashflows

6. Net increase in cash held for the 2021-22 Actual was higher than expected mainly due to the increased cash balances in the Mine Safety Levy and Mining Rehabilitation Fund Accounts.

INCOME STATEMENT ^(a)
(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			
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	195,174	221,141	230,977	240,323	245,500	247,913	249,768
Grants and subsidies ^(c)	23,673	27,553	27,538	37,183	27,271	20,756	20,774
Supplies and services	50,530	77,463	72,340	78,341	74,749	65,612	61,265
Accommodation	20,152	21,514	21,516	21,615	21,651	21,655	21,652
Depreciation and amortisation	4,170	4,112	3,869	3,195	4,826	5,237	5,244
Finance and interest costs	98	224	130	226	231	255	232
Other expenses	26,270	15,582	15,582	16,272	15,828	15,825	15,828
TOTAL COST OF SERVICES	320,067	367,589	371,952	397,155	390,056	377,253	374,763
Income							
Sale of goods and services	40	855	855	855	855	855	855
Regulatory fees and fines							
Mines Safety and Inspection Levy	40,920	34,000	34,000	34,000	34,000	34,000	34,000
Mining Rehabilitation Fund Levy	38,235	34,500	40,800	34,500	34,500	34,500	34,500
Other	80,820	96,699	96,699	96,920	97,568	98,464	95,433
Grants and subsidies	2,772	3,278	3,278	3,153	5,803	5,803	5,803
Other revenue	5,644	4,360	4,305	4,325	4,345	4,362	4,371
Total Income	168,431	173,692	179,937	173,753	177,071	177,984	174,962
NET COST OF SERVICES	151,636	193,897	192,015	223,402	212,985	199,269	199,801
INCOME FROM GOVERNMENT							
Service appropriations	160,964	178,826	182,779	207,005	196,619	193,175	196,925
Resources received free of charge	4,739	3,107	3,107	3,107	3,107	3,107	3,107
Special Purpose Account(s) ^(d)							
Royalties for Regions Fund							
Regional Community Services Fund	186	228	206	206	206	206	206
Other revenues	10,140	7,719	7,719	8,280	8,564	9,064	9,064
TOTAL INCOME FROM GOVERNMENT	176,029	189,880	193,811	218,598	208,496	205,552	209,302
SURPLUS/(DEFICIENCY) FOR THE PERIOD	24,393	(4,017)	1,796	(4,804)	(4,489)	6,283	9,501

(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 1,600, 1,859 and 1,930 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 where 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
Asbestos Disease Society	125	100	100	100	100	100	100
Australian Building Codes Board	519	650	650	650	650	650	650
Australian Energy Market Commission	1,074	1,200	1,200	1,300	1,300	1,400	1,400
Circle Green Community Legal	430	430	430	430	430	430	430
Co-funded Drilling (Exploration Incentive Scheme)	7,015	5,800	5,800	6,800	6,800	6,800	6,800
Co-funded Geophysics	-	-	-	2,000	2,200	2,200	2,200
Consumer Advocacy Grants	84	165	165	200	215	200	215
Contributions to Low Emissions Energy Storage Roadmap	100	-	-	-	-	-	-
Council of Australian Governments Energy Council	217	300	300	300	300	330	330
Curtin Sustainable Built Environment	-	100	100	100	100	100	100
Electric Vehicle Charging Infrastructure							
Local Governments	-	1,250	1,250	3,750	-	-	-
Small Business and Charities	-	2,500	2,500	7,500	-	-	-
Farmsafe Western Australia Alliance	70	70	70	70	70	70	70
Household Energy Efficiency Scheme	-	3,000	2,000	4,000	6,000	-	-
Initiatives Enhancing Consumer Rights	-	68	68	68	68	68	68
MARS Program	1,692	326	1,311	332	336	-	-
Mental Health Prevention in the Workplace	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Minerals Research Institute of Western Australia	408	-	-	-	-	-	-
Other Grants	3,815	-	-	-	-	-	-
Property Industry Grants	7,124	6,470	6,470	6,470	6,470	6,470	6,470
Resources Sector Research	-	48	48	48	48	48	48
Service Improvement - Second Perth Mining Warden	-	881	881	886	-	-	-
State Underground Power Program	-	2,895	2,895	-	-	-	-
Sustainable Geoscience Investments	-	-	-	879	884	890	893
Work Health and Safety Act 2020 - Stakeholder Engagement	-	300	300	300	300	-	-
TOTAL ^(a)	23,673	27,553	27,538	37,183	27,271	20,756	20,774

(a) The increase in grants and subsidies expenses in the 2023-24 Budget Year compared to the 2022-23 Estimated Actual mainly relates to the Electric Vehicle Charging Infrastructure grants.

STATEMENT OF FINANCIAL POSITION ^(a)
(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
CURRENT ASSETS							
Cash assets	11,713	9,968	10,612	10,232	10,574	10,662	10,118
Restricted cash	460,791	455,977	474,932	483,757	492,345	506,408	520,363
Holding Account receivables	914	906	910	906	902	898	894
Receivables	19,101	13,520	15,839	15,929	16,019	16,109	16,199
Other.....	6,400	5,206	6,142	6,142	6,142	6,142	6,142
Total current assets	498,919	485,577	508,435	516,966	525,982	540,219	553,716
NON-CURRENT ASSETS							
Holding Account receivables	38,301	37,797	37,550	36,125	36,331	36,948	37,572
Property, plant and equipment.....	138,618	131,002	141,588	143,274	142,338	140,512	137,979
Intangibles	975	6,658	4,847	9,925	10,473	9,618	8,295
Restricted cash	4,275	3,088	4,235	4,235	4,235	4,235	4,235
Other.....	-	1,665	765	5,286	7,540	7,540	7,540
Total non-current assets	182,169	180,210	188,985	198,845	200,917	198,853	195,621
TOTAL ASSETS	681,088	665,787	697,420	715,811	726,899	739,072	749,337
CURRENT LIABILITIES							
Employee provisions	45,688	45,743	44,886	44,488	44,090	43,692	43,294
Payables	11,969	5,654	12,420	12,563	12,706	12,849	12,992
Borrowings and leases	5,940	2,921	6,242	6,312	6,263	6,361	6,287
Other.....	26,376	23,738	26,376	26,376	26,376	26,376	26,376
Total current liabilities	89,973	78,056	89,924	89,739	89,435	89,278	88,949
NON-CURRENT LIABILITIES							
Employee provisions	7,304	9,189	7,436	7,586	7,736	7,886	8,036
Borrowings and leases	1,622	2,155	2,300	2,305	2,365	2,285	1,875
Other.....	5,962	6,053	5,962	5,962	5,962	5,962	5,962
Total non-current liabilities	14,888	17,397	15,698	15,853	16,063	16,133	15,873
TOTAL LIABILITIES.....	104,861	95,453	105,622	105,592	105,498	105,411	104,822
EQUITY							
Contributed equity	252,050	248,741	266,050	289,405	305,198	311,288	312,754
Accumulated surplus/(deficit).....	202,695	207,782	204,491	199,687	195,198	201,481	210,982
Reserves.....	121,482	113,811	121,257	121,127	121,005	120,892	120,779
Total equity	576,227	570,334	591,798	610,219	621,401	633,661	644,515
TOTAL LIABILITIES AND EQUITY	681,088	665,787	697,420	715,811	726,899	739,072	749,337

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

STATEMENT OF CASHFLOWS ^(a)
(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
CASHFLOWS FROM GOVERNMENT							
Service appropriations.....	159,055	178,424	182,620	207,520	195,503	191,648	195,391
Capital appropriation	6,608	1,588	3,682	3,906	1,955	1,471	1,273
Holding Account drawdowns	914	914	914	914	914	914	914
Special Purpose Account(s)							
Climate Action Fund	50	2,407	2,447	1,320	323	327	169
Digital Capability Fund.....	7,089	17,038	11,899	18,972	14,336	5,124	856
Royalties for Regions Fund							
Regional Community Services Fund.....	186	228	206	206	206	206	206
Other.....	10,187	7,338	7,338	7,899	8,183	8,683	8,683
Net cash provided by Government	184,089	207,937	209,106	240,737	221,420	208,373	207,492
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(195,776)	(221,389)	(231,225)	(240,571)	(245,744)	(248,157)	(250,012)
Grants and subsidies.....	(24,986)	(27,553)	(27,538)	(37,183)	(27,271)	(20,756)	(20,774)
Supplies and services	(37,304)	(73,565)	(68,442)	(74,433)	(70,816)	(61,171)	(56,226)
Accommodation	(19,600)	(21,444)	(21,446)	(21,547)	(21,596)	(21,600)	(21,597)
GST payments	(15,707)	(7,507)	(7,507)	(7,507)	(7,507)	(7,507)	(7,507)
Finance and interest costs.....	(98)	(224)	(130)	(226)	(231)	(255)	(232)
Other payments.....	(29,485)	(16,537)	(16,537)	(17,235)	(16,778)	(17,283)	(17,884)
Receipts ^(b)							
Regulatory fees and fines							
Mines Safety and Inspection Levy.....	41,870	34,000	34,000	34,000	34,000	34,000	34,000
Mining Rehabilitation Fund Levy	38,166	34,500	40,800	34,500	34,500	34,500	34,500
Other	79,999	96,699	96,699	96,920	97,568	98,464	95,433
Grants and subsidies.....	2,288	3,278	3,278	3,153	5,803	5,803	5,803
Sale of goods and services.....	64	1,248	1,248	1,248	1,248	1,248	1,248
GST receipts	15,154	7,507	7,507	7,507	7,507	7,507	7,507
Other receipts	4,171	3,836	3,781	3,801	3,821	3,838	3,847
Net cash from operating activities	(141,244)	(187,151)	(185,512)	(217,573)	(205,496)	(191,369)	(191,894)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(3,194)	(6,240)	(9,262)	(13,513)	(5,774)	(1,623)	(914)
Proceeds from sale of non-current assets.....	2	-	-	-	-	-	-
Net cash from investing activities.....	(3,192)	(6,240)	(9,262)	(13,513)	(5,774)	(1,623)	(914)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(4,046)	(1,588)	(1,332)	(1,206)	(1,220)	(1,230)	(1,273)
Proceeds from borrowings.....	3,000	-	-	-	-	-	-
Net cash from financing activities.....	(1,046)	(1,588)	(1,332)	(1,206)	(1,220)	(1,230)	(1,273)
NET INCREASE/(DECREASE) IN CASH HELD	38,607	12,958	13,000	8,445	8,930	14,151	13,411
Cash assets at the beginning of the reporting period	438,172	456,075	476,779	489,779	498,224	507,154	521,305
Cash assets at the end of the reporting period	476,779	469,033	489,779	498,224	507,154	521,305	534,716

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

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

NET APPROPRIATION DETERMINATION (a)

	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
Regulatory Fees and Fines							
Regulatory Fees and Fines.....	33,799	66,495	66,495	66,716	67,364	68,260	65,229
Licences and Other Regulatory Fees.....	31,438	17,287	17,287	17,287	17,287	17,287	17,287
Proceeds from Petroleum Permits and							
Licences.....	5,941	5,579	5,579	5,579	5,579	5,579	5,579
Proceeds from Prospecting, Exploration and							
Other Mining Licences.....	9,642	7,338	7,338	7,338	7,338	7,338	7,338
Grants and Subsidies							
Grants and Subsidies.....	2,388	3,378	3,378	3,253	5,903	5,903	5,903
Sale of Goods and Services							
Sale of Goods and Services.....	64	3,929	3,929	3,929	3,929	3,929	3,929
GST Receipts							
GST Input Credits.....	15,154	7,507	7,507	7,507	7,507	7,507	7,507
Other Receipts							
Other Industry Regulation Receipts.....	9,432	5,351	5,296	5,316	5,336	5,853	5,862
Other Resources Sector Receipts.....	3,550	1,305	1,305	1,305	1,305	1,305	1,305
TOTAL	111,408	118,169	118,114	118,230	121,548	122,961	119,939

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

DETAILS OF ADMINISTERED TRANSACTIONS

	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
INCOME							
Commonwealth Grants							
Indian Ocean Territories	236	-	-	-	-	-	-
Fines							
Regulatory Fines	89	254	254	254	254	254	254
Other							
Appropriations	103,246	49,243	42,318	19,045	20,296	16,823	16,577
Home Indemnity Insurance (HII)	25,257	34,003	32,200	34,369	36,795	37,316	35,001
Mining Tenement Rentals (MTR)							
Base Component	161,367	110,885	119,110	111,426	110,516	110,072	110,314
Services to Industry Component ^(a)	23,410	32,165	32,165	42,724	43,634	44,078	43,836
Other Revenue	324	204	204	204	204	204	204
Rental Accommodation Account (RAA)	1,956	2,370	2,370	2,476	2,345	2,345	2,345
TOTAL ADMINISTERED INCOME	315,885	229,124	228,621	210,498	214,044	211,092	208,531
EXPENSES							
Other							
Aboriginal Lands Trust - Remuneration for Mining on Aboriginal Lands	1,103	406	406	406	406	406	406
HII	28,558	32,572	35,323	31,608	32,453	32,955	27,364
Koolyanobbing Mine Financial Assistance Program	56,853	26,992	23,225	-	-	-	-
Minerals Research Institute of Western Australia (MRIWA)	6,305	6,331	6,364	6,404	6,443	6,456	6,393
Mining Tenement Refunds	554	9,000	9,000	9,000	9,000	9,000	9,000
Other Administered Expenses	757	-	-	-	-	-	-
Potash Financial Assistance Program	-	3,191	-	795	2,007	961	778
RAA	14,987	10,453	10,453	11,627	11,627	9,187	9,187
Receipts Paid into the Consolidated Account	181,266	141,777	150,002	155,291	154,608	154,608	154,608
Residential Rent Relief Grant Scheme	2,359	-	-	-	-	-	-
Ridges Iron Ore Financial Assistance Program	813	-	-	-	-	-	-
South West Hub	31	-	-	-	-	-	-
TOTAL ADMINISTERED EXPENSES	293,586	230,722	234,773	215,131	216,544	213,573	207,736

(a) The Department will collect additional revenue for MTR from 2023-24 onwards. The increased revenue will fund Sustainable Geoscience Investments including increases to the Exploration Incentive Scheme for a new Geophysical Co-funding Program and additions to the existing Government-Industry Co-funded Drilling and the Energy Analysis Programs. Also, it will allow the commencement of an Industry Ready Program to provide new packages of 'bespoke' data, enhancements to online services, a program of works at the Perth and Kalgoorlie core libraries and increased research funding for MRIWA. This enables the Department and MRIWA to promote continued investment in the State and deliver services more effectively in response to industry needs.

Agency Special Purpose Account Details

MINING REHABILITATION FUND

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance	219,493	253,493	253,820	284,320
Receipts:				
Other	38,576	34,500	40,800	34,500
	258,069	287,993	294,620	318,820
Payments	4,249	5,000	10,300	5,000
CLOSING BALANCE	253,820	282,993	284,320	313,820

Gold Corporation

Part 4 Jobs and Economic Development

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
REVENUE TO GENERAL GOVERNMENT SECTOR							
National Tax Equivalent Regime - Income Tax.....	14,056	6,824	6,754	2,527	5,398	7,787	7,671
Local Government Rates Equivalent	80	229	81	82	82	83	84
Dividends ^{(a)(b)}	-	14,164	-	11,820	4,422	9,446	13,628
RATIOS							
Dividend Payout Ratio (%)	75	75	75	75	75	75	75
GOVERNMENT TRADING ENTERPRISE INFORMATION							
Revenue from Operations	21,769,758	25,754,392	23,998,279	26,448,492	26,865,010	26,901,026	27,025,230
Total Expenses ^(c)	21,729,481	25,731,648	23,975,763	26,440,071	26,847,017	26,875,069	26,999,657
NET PROFIT AFTER TAX	28,184	15,920	15,762	5,894	12,595	18,170	17,902
CASH ASSETS ^(d)	192,037	163,835	192,166	180,548	193,635	212,020	224,950

- (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) The Corporation will retain 2022-23 dividend payments to instead contribute to funding future infrastructure investment. 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
Key Adjustment					
Anti-Money Laundering/Counter-Terrorism Financing (AML/CTF) Remediation Program ^(a)	(3,339)	(10,538)	(10,383)	(3,793)	-
Other					
2022-23 Retained Dividend	(21,130)	-	-	-	-
Trade Update	10,096	5,574	(150)	(153)	183

- (a) The Corporation is progressing its AML/CTF remediation program (which commenced late in 2022) through the engagement of additional staff for Know Your Customer (KYC) checks as well as historical customer data remediation, enhanced KYC processes for new clients, and an improved technology solution to support customer relationship management.

Significant Issues Impacting the Government Trading Enterprise

Economic Environment

1. The state of the global economy impacts on the Corporation through the international supply of, and demand for, precious metals. As gold is considered a safe haven asset, demand for many of the Corporation's products and services tends to be inversely correlated with worldwide economic sentiment. Since early 2020, the global impact of COVID-19 has given rise to unusually volatile trading conditions, which in turn has heightened demand for precious metal products.
2. Despite the direct global economic impacts of COVID-19 having largely abated, high levels of inflation in many of the world's biggest economies, heightened geopolitical tensions and recent bank failures in the United States of America (USA) and Europe have resulted in demand for the Corporation's products remaining elevated. While it is impossible to estimate when conditions will begin to normalise, precious metal markets have historically weakened when economic sentiment improves after periods of significant instability. Such conditions, in the past, have resulted in poorer financial outcomes for the Corporation. The Corporation's financial forecasts have therefore been prepared on the assumption that overall market conditions will normalise early in the period.

2022-23 Retained Dividend

3. The Corporation will retain its forecast 2022-23 dividend payment of \$21.1 million to fund future infrastructure investment. The funds will be quarantined in addition to the \$29.4 million retained from the previous year pending approval of business cases for the strategic infrastructure requirements of the Corporation. Of the total retained dividend amounts, the Government has approved expenditure of \$17.7 million for equipment upgrades and replacements as part of the previous Budget.

Australian Transaction Reports and Analysis Centre (AUSTRAC)

4. On 30 August 2022, AUSTRAC ordered the appointment of an external auditor by the Corporation under section 162(2) of the *Anti-Money Laundering and Counter-Terrorism Financing Act 2006* (Cth) (AML/CTF Act). The external auditor has been appointed by the Corporation and authorised by AUSTRAC to assess the Corporation's historical compliance with the AML/CTF Act and the Anti-Money Laundering and Counter-Terrorism Financing Rules Instrument 2007 (No. 1). It is not possible to quantify the potential financial effects, if any, until after the completion of the audit.

Model State Commodities Code

5. Through its Depository program, the Corporation enables investors based in the USA to invest in precious metal assets that are securely stored by the Corporation. Investigation is currently underway regarding the extent to which the Corporation has not historically complied with obligations imposed under legislation enacted by certain States in the USA and is in the process of engaging with the relevant regulators. It is not yet possible to quantify the potential financial effects, if any, of any non-compliance.

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.	Earn a commercial return on capital.	1. Maximisation of the value added to, and income derived from, precious metal coins and other products and services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Promote Western Australia's heritage and maintain The Perth Mint's position as a premier tourist destination.	2. Preservation and promotion of The Perth Mint's heritage assets and history

Outcomes and Key Performance Indicators

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Outcome: Maximisation of the value added to, and income derived from, precious metal coins and other products and services:					
Global market share of Australian gold bullion coins ^(a)	12%	12%	12%	12%	
Coins and bars					
Total premium income ^(b) (\$ million)	136.9	63.9	74	64.5	1
Premiums as a % of precious metal value ^(b)	3.9%	3.3%	4.2%	4.2%	
Estimated % of Australian gold doré production refined ^(c)	79%	80%	80%	80%	
Return on equity ^(d)	23%	12%	11.8%	4.6%	2
Outcome: Preservation and promotion of The Perth Mint's heritage assets and history:					
Visitors to Perth Mint Exhibition ^(e)	34,000	75,000	75,000	75,000	3
Visitors' satisfaction level ^(f)	96%	99.9%	99.9%	99.9%	

(a) The figures are based on Gold Fields Mineral Services data for the previous calendar year.

(b) The calculation is the total premium income (amount of income received above metal cost) for all legal tender coins and bar sales, which is expressed as a percentage of the value of the precious metal value of the coins and bars. The key performance indicator includes all Australian legal tender coins and bars, as well as coins produced for other countries.

(c) This calculation is based on the refinery's records and an estimate of the total Australian gold doré production.

(d) The percentages show the Corporation's return on equity for each respective financial year, based on ordinary activities before income tax (and excluding profit attributable to non-controlling interests). This performance measure is referred to in the *Gold Corporation Act 1987*.

(e) Total number of visitors (to nearest thousand) to the Perth Mint Exhibition annually, based on recorded daily visitor traffic.

(f) Satisfaction levels are derived from surveys completed by visitors to The Perth Mint.

Explanation of Significant Movements

(Notes)

1. The high premium income in the 2021-22 Actual and (to a lesser extent) the 2022-23 Estimated Actual is a result of additional demand for the Corporation's products due to high levels of inflation in many of the world's biggest economies, heightened geopolitical tensions, and recent bank failures in the USA and Europe. The 2023-24 Budget Target is expected to be lower relative to the 2021-22 Actual and the 2022-23 Estimated Actual as overall market conditions are expected to normalise over the period.

2. The high return on equity in the 2021-22 Actual is a result of additional demand for the Corporation's products due to COVID-19, high levels of inflation in many of the world's biggest economies, heightened geopolitical tensions and recent bank failures in the USA and Europe. Whilst this heightened demand has continued into 2022-23, a reduction in return on equity is expected in the 2022-23 Estimated Actual as a result of costs associated with the AML/CTF remediation program. The 2023-24 Budget Target is expected to reduce further relative to the 2021-22 Actual and the 2022-23 Estimated Actual due to the combination of expected normalising of market conditions over the period, and costs associated with the AML/CTF remediation program.
3. The low visitor numbers in the 2021-22 Actual were due to the closures and visitor restrictions implemented as a result of COVID-19. Visitor levels have since returned to pre-COVID-19 levels where they are expected to stay.

Asset Investment Program

Computer Software Replacement Program

1. This program relates to the ongoing uplift of existing business technology infrastructure and platforms in order to further improve security, reduce risks, facilitate automations and associated cost savings, centralise information and improve the customer experience.

Plant and Equipment Replacement Program

2. This program involves a number of initiatives, including:
 - 2.1. installation of a (non-exporting) solar array at the refinery site to reduce reliance on carbon-based electricity. This will reduce electricity expenditure at the Corporation's refinery and support the Government's net zero emissions target;
 - 2.2. a number of key capital projects required at the Corporation's refinery. These projects are expected to create efficiencies and result in future cost savings;
 - 2.3. a number of key capital projects required at the Corporation's manufacturing facility. The manufacturing operations are constrained due to the age of the current equipment. The addition of new manufacturing plant will replace equipment at the end of its economic life and increase the capacity of the manufacturing operations through the plan period; and
 - 2.4. other routine capital expenditure throughout the business which is managed in terms of a rolling 10-year plan. This contains replacement of equipment due to wear and tear, technology upgrades, efficiency improvements, waste reduction, and safety and security enhancements.

	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
WORKS IN PROGRESS							
Computer Software Replacement Program	8,718	7,668	639	450	300	300	-
Plant and Equipment Replacement Program	130,690	85,541	24,695	20,387	11,355	6,385	7,022
Total Cost of Asset Investment Program	139,408	93,209	25,334	20,837	11,655	6,685	7,022
FUNDED BY							
Internal Funds and Balances			25,334	20,837	11,655	6,685	7,022
Total Funding			25,334	20,837	11,655	6,685	7,022

Financial Statements

Income Statement

Revenue

1. The movement between the 2022-23 Budget and the 2022-23 Estimated Actual sale of goods and services is driven by a reduction in expected gold volumes, partially offset by an increase in expected silver volumes, as well as changes in gold and silver price assumptions.
2. The movement between the 2022-23 Budget and the 2022-23 Estimated Actual other revenue is primarily a result of higher than expected interest rates being earned on cash holdings.

Expenses

3. The increase in employee benefits in the 2022-23 Estimated Actual compared to the 2022-23 Budget is reflective of the additional headcount required to meet the high demand experienced throughout 2022-23. This is expected to normalise from 2023-24 onwards.
4. The movement between the 2022-23 Budget and the 2022-23 Estimated Actual supplies and services is driven by a reduction in expected gold volumes, partially offset by an increase in expected silver volumes, as well as changes in gold and silver price assumptions.
5. The decrease in depreciation and amortisation in the 2022-23 Estimated Actual compared to the 2022-23 Budget is due to a change in accounting policy adopted by the Corporation in response to the International Financial Reporting Standards Interpretations Committee's final agenda decision for configuration and customisation costs incurred related to a software-as-a-service (SaaS) arrangement. This resulted in a number of software costs which had historically been capitalised no longer being carried on the balance sheet and therefore no longer being amortised. The increase from the 2021-22 Actual through to the 2023-24 Budget Year is primarily due to anticipated capital expenditure throughout 2022-23 and 2023-24.
6. The movement between the 2022-23 Budget and the 2022-23 Estimated Actual finance and interest costs is primarily a result of higher than expected finance costs on precious metal borrowings.
7. The reduction in other expenses from the 2021-22 Actual onwards reflect the completion of a significant software project during 2021-22 that had driven a meaningful portion of the 2021-22 balance.
8. Movements in the National Tax Equivalent Regime - current tax equivalent expense reflects movements in underlying profitability. The higher tax expense in the 2021-22 Actual was a result of additional demand for the Corporation's products due to COVID-19, high levels of inflation in many of the world's biggest economies, heightened geopolitical tensions and recent bank failures in the USA and Europe. Whilst this heightened demand has continued into 2022-23, a reduction in tax expense is expected in the 2022-23 Estimated Actual as a result of costs associated with the AML/CTF remediation program. The 2023-24 Budget Year is expected to reduce further relative to the 2021-22 Actual and the 2022-23 Estimated Actual due to the combination of expected normalising of market conditions over the period, and costs associated with the AML/CTF remediation program.

Statement of Financial Position

9. The movement in cash assets between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual is explained in the Statement of Cashflows.
10. The movement in receivables between the 2022-23 Budget and 2022-23 Estimated Actual is primarily due to lower gold denominated receivables, as well as changes in gold price assumptions.
11. The movement in inventories - precious metals between the 2022-23 Budget and 2022-23 Estimated Actual is primarily due to an increase in expected gold inventory, partially offset by a decrease in expected silver inventory, as well as changes in gold and silver price assumptions.
12. The movement in property, plant and equipment across the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual reflect capital expenditure, offset by depreciation. For more information on this movement, refer to the Asset Investment Program.

13. The movement in intangibles across the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual is due to a change in accounting policy for SaaS arrangements. This resulted in a number of software costs which had historically been capitalised no longer being carried on the balance sheet.
14. The movement in other non-current assets across the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual is driven by deferred tax assets. This resulted from a change in accounting policy for SaaS arrangements, which resulted in a number of software costs that had historically been capitalised no longer being carried on the balance sheet, however remaining capitalised from a tax perspective.

Statement of Cashflows

15. The movements in other receipts, employee benefits, finance and interest costs and other payments between the 2022-23 Budget and the 2022-23 Estimated Actual is in line with the movements in the Statement of Income.
16. The movements in National Tax Equivalent Regime - income tax between 2021-22 Actual and 2022-23 Estimated Actual is in line with movements in the Statement of Income.

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
REVENUE							
Revenue from operations							
Sale of goods and services.....	21,766,037	25,752,756	23,995,007	26,445,187	26,861,672	26,897,655	27,021,825
Other revenue	3,721	1,636	3,272	3,305	3,338	3,371	3,405
TOTAL REVENUE.....	21,769,758	25,754,392	23,998,279	26,448,492	26,865,010	26,901,026	27,025,230
Expenses							
Employee benefits ^(b)	61,122	49,274	59,407	55,586	53,272	51,031	51,543
Supplies and services	21,588,695	25,617,002	23,848,929	26,315,046	26,723,076	26,753,110	26,877,020
Accommodation	4,371	3,893	3,745	3,333	3,365	3,399	3,433
Depreciation and amortisation	8,337	16,896	10,034	12,130	12,933	12,827	12,492
Finance and interest costs.....	3,885	1,818	4,399	4,522	4,563	4,531	4,496
Other expenses.....	63,071	42,765	49,249	49,454	49,808	50,171	50,673
TOTAL EXPENSES.....	21,729,481	25,731,648	23,975,763	26,440,071	26,847,017	26,875,069	26,999,657
NET PROFIT/(LOSS) BEFORE TAX	40,277	22,744	22,516	8,421	17,993	25,957	25,573
National Tax Equivalent Regime							
Current tax equivalent expense	14,056	6,824	6,754	2,527	5,398	7,787	7,671
Deferred tax equivalent expense	(1,963)	-	-	-	-	-	-
NET PROFIT/(LOSS) AFTER TAX	28,184	15,920	15,762	5,894	12,595	18,170	17,902
Dividends	-	14,164	-	11,820	4,422	9,446	13,628

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

(b) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 574, 670 and 640 respectively.

STATEMENT OF FINANCIAL POSITION ^(a)
(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
CURRENT ASSETS							
Cash assets	162,599	151,413	152,915	144,671	158,558	177,343	190,273
Cash assets - Retained dividends.....	29,438	12,422	39,251	35,877	35,077	34,677	34,677
Receivables	351,595	400,754	343,510	354,924	361,184	361,232	361,232
Inventories - Precious Metals	6,456,699	5,768,751	6,029,146	6,182,025	6,248,934	6,221,607	6,217,255
Other.....	23,027	20,966	23,258	23,491	23,726	23,963	24,205
Total current assets	7,023,358	6,354,306	6,588,080	6,740,988	6,827,479	6,818,822	6,827,642
NON-CURRENT ASSETS							
Property, plant and equipment.....	115,401	131,685	122,457	131,038	129,805	123,693	118,244
Intangibles	1,253	44,650	1,666	1,784	1,738	1,707	1,686
Other.....	13,280	1,576	13,280	13,280	13,280	13,280	13,280
Total non-current assets	129,934	177,911	137,403	146,102	144,823	138,680	133,210
TOTAL ASSETS	7,153,292	6,532,217	6,725,483	6,887,090	6,972,302	6,957,502	6,960,852
CURRENT LIABILITIES							
Employee provisions	7,181	6,574	7,253	7,326	7,399	7,473	7,548
Payables	171,595	197,422	172,430	172,208	172,562	172,929	173,090
Borrowings and leases	6,766,534	6,113,670	6,328,006	6,496,639	6,574,287	6,551,447	6,551,508
Other.....	4,953	-	-	-	-	-	-
Total current liabilities	6,950,263	6,317,666	6,507,689	6,676,173	6,754,248	6,731,849	6,732,146
NON-CURRENT LIABILITIES							
Employee provisions	327	597	330	333	336	339	342
Borrowings and leases	18,721	16,774	17,584	16,541	15,412	14,193	12,877
Other.....	8,819	7,883	8,907	8,996	9,086	9,177	9,269
Total non-current liabilities	27,867	25,254	26,821	25,870	24,834	23,709	22,488
TOTAL LIABILITIES.....	6,978,130	6,342,920	6,534,510	6,702,043	6,779,082	6,755,558	6,754,634
NET ASSETS	175,162	189,297	190,973	185,047	193,220	201,944	206,218
EQUITY							
Contributed equity	31,603	31,603	31,603	31,603	31,603	31,603	31,603
Accumulated surplus/(deficit).....	127,023	142,339	142,785	136,859	145,032	153,756	158,030
Reserves.....	16,536	15,355	16,585	16,585	16,585	16,585	16,585
TOTAL EQUITY	175,162	189,297	190,973	185,047	193,220	201,944	206,218

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

STATEMENT OF CASHFLOWS ^(a)
(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
CASHFLOWS FROM OPERATING ACTIVITIES							
Receipts							
Sale of goods and services.....	13,862,691	14,540,140	14,646,503	16,005,990	16,248,963	16,264,581	16,336,007
Other receipts	31,597	27,502	29,138	29,430	29,724	30,021	30,321
Payments							
Employee benefits.....	(60,539)	(49,203)	(63,522)	(55,510)	(53,195)	(50,954)	(51,465)
Supplies and services	(13,726,966)	(14,430,251)	(14,521,676)	(15,897,478)	(16,132,326)	(16,142,303)	(16,213,770)
Accommodation ^(b)	(4,291)	(3,664)	(3,664)	(3,251)	(3,283)	(3,316)	(3,349)
Finance and interest costs.....	(3,770)	(1,818)	(4,399)	(4,522)	(4,563)	(4,531)	(4,496)
Other payments.....	(63,007)	(42,764)	(49,249)	(49,454)	(49,808)	(50,171)	(50,673)
Net cash from operating activities	35,715	39,942	33,131	25,205	35,512	43,327	42,575
CASHFLOWS FROM INVESTING ACTIVITIES							
Payments							
Purchase of non-current assets	(8,868)	(17,973)	(25,334)	(20,837)	(11,655)	(6,685)	(7,022)
Net cash from investing activities.....	(8,868)	(17,973)	(25,334)	(20,837)	(11,655)	(6,685)	(7,022)
CASHFLOWS FROM FINANCING ACTIVITIES							
Payments							
Repayment of borrowings and leases	(987)	(1,009)	(1,162)	(1,205)	(1,107)	(1,140)	(1,231)
Net cash from financing activities.....	(987)	(1,009)	(1,162)	(1,205)	(1,107)	(1,140)	(1,231)
CASHFLOWS FROM GOVERNMENT							
Payments							
Dividends to Government	-	(14,164)	-	(11,820)	(4,422)	(9,446)	(13,628)
National Tax Equivalent Regime - Income Tax..	(25,615)	(6,790)	(6,425)	(2,879)	(5,159)	(7,588)	(7,680)
Local Government Rates Equivalent.....	(80)	(229)	(81)	(82)	(82)	(83)	(84)
Net cash provided to Government	25,695	21,183	6,506	14,781	9,663	17,117	21,392
NET INCREASE/(DECREASE) IN CASH HELD	165	(223)	129	(11,618)	13,087	18,385	12,930
Cash assets at the beginning of the reporting period	191,872	164,058	192,037	192,166	180,548	193,635	212,020
Cash assets at the end of the reporting period	192,037	163,835	192,166	180,548	193,635	212,020	224,950

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

Western Australian Meat Industry Authority

Part 4 Jobs and Economic Development

Asset Investment Program

- The Authority's Asset Investment Program supports the delivery of services at the Muchea Livestock Centre. A total of \$450,000 will be invested in 2023-24 for plant and equipment to improve efficiency and worker safety.

	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
COMPLETED WORKS							
Saleyard - 2022-23 Program	450	450	450	-	-	-	-
NEW WORKS							
Saleyard							
2023-24 Program	450	-	-	450	-	-	-
2024-25 Program	450	-	-	-	450	-	-
2025-26 Program	450	-	-	-	-	450	-
2026-27 Program	450	-	-	-	-	-	450
Total Cost of Asset Investment Program.....	2,250	450	450	450	450	450	450
FUNDED BY							
Internal Funds and Balances.....			450	450	450	450	450
Total Funding			450	450	450	450	450

Division 17 **Small Business Development Corporation**

Part 4 **Jobs and Economic Development**

Appropriations, Expenses and Cash Assets

	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
DELIVERY OF SERVICES							
Item 47 Net amount appropriated to deliver services	17,298	15,259	15,364	15,459	14,765	14,949	14,652
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	261	262	283	284	291	298	306
Total appropriations provided to deliver services.....	17,559	15,521	15,647	15,743	15,056	15,247	14,958
CAPITAL							
Item 128 Capital Appropriation.....	72	73	76	74	75	75	75
TOTAL APPROPRIATIONS	17,631	15,594	15,723	15,817	15,131	15,322	15,033
EXPENSES							
Total Cost of Services	16,728	16,054	17,609	16,764	16,085	15,705	15,431
Net Cost of Services ^(a)	16,501	15,732	17,398	16,442	15,763	15,383	15,109
CASH ASSETS ^(b)	6,231	4,269	4,765	4,784	4,803	4,822	4,841

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

(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 Corporation'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
New Initiatives					
Digital Capability Fund - ServiceWA for Business	-	523	531	-	-
Government Grant Management Solution	-	677	-	-	-
Other					
COVID-19 Grants Administration.....	1,429	-	-	-	-
Public Sector Wages Policy	400	345	458	573	229
Salaries and Allowances Tribunal.....	21	21	27	34	36
State Fleet Policy and Procurement Initiatives	3	3	2	3	3

Significant Issues Impacting the Agency

1. The small business sector in Western Australia comprises 97% of all businesses, with almost 235,000 GST-registered businesses, and thousands more that are not captured in the Australian Bureau of Statistics data. In Western Australia the small business sector employs more than 460,000 people and generates in excess of \$54 billion in gross value added to the Western Australian economy. The Corporation plays an important role in ensuring that the voices and requirements of Western Australian Small and Medium Enterprises (SMEs) are understood and considered by government agencies and industry groups.
2. The delivery of business advisory and skill development services assists business owners to improve their business acumen and resilience. While 75% of small businesses in Western Australia are located in the metropolitan area, the Corporation provides services across all of Western Australia. Through the Business Local Outreach Program, the Corporation provides important on-the-ground business advisory services to small businesses in the regions, in ways that best suit the needs of their local small business communities and are delivered free of charge by advisors with local knowledge and expertise.
3. The Corporation has played a key role in progressing the State's economic response to the COVID-19 pandemic. In this regard, the Corporation administered the delivery of government grants in financial support to over 33,000 SMEs. Based on the significant learnings acquired, the Corporation will lead an initiative in 2023-24 to develop a whole-of-government approach to provide efficient grant administration through streamline grant application and assessment processes.
4. Commencing in 2023-24, the Corporation will collaborate with other Western Australian government agencies to streamline engagement with SMEs through the development of a business interface as part of the ServiceWA App. The Corporation will focus on streamlining government regulatory e-applications and e-approvals processes to enhance digital engagement with SMEs.
5. The Corporation completed delivery of the \$2.2 million Western Australian Government Small Business Friendly Approvals Program, as part of the Streamline WA project. The initiative, which aims to foster a successful business environment through collaboration and customer-centred design thinking, saw the Corporation partner with 20 local governments to streamline small business application and approvals processes. Utilising a unique methodology, local government partners identified over 500 reforms to provide better information, offer enhanced business support, reduce approval timeframes and improve the customer experience.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment.	<ol style="list-style-type: none"> 1. Information, Guidance, Referral and Business Development Services 2. Access to Justice for Small Business

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. Information, Guidance, Referral and Business Development Services	14,474	13,539	15,017	14,183	13,481	13,078	12,871
2. Access to Justice for Small Business.....	2,254	2,515	2,592	2,581	2,604	2,627	2,560
Total Cost of Services	16,728	16,054	17,609	16,764	16,085	15,705	15,431

Outcomes and Key Effectiveness Indicators ^(a)

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Outcome: A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment:					
The extent to which the information or guidance provided was useful	92%	95%	95%	95%	
The extent to which the information or guidance provided contributed to a decision to start or buy a business.....	76%	82%	80%	82%	
Total value of capital inflow to the State from the Business Migration program	\$232 million	\$306 million	\$200 million	\$180 million	1
Number of jobs created through the Business Migration program	130	160	80	65	1

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

Explanation of Significant Movements

(Notes)

1. The Business Migration visa process takes approximately four years from date of application to the date of confirmation. The COVID-19 pandemic has impacted the 2018 to 2020 pipeline of applicants and, as a consequence, confirmation is not expected to occur within the usual timeframes. The 2022-23 Estimated Actual and the 2023-24 Budget Target for both total value of capital inflow and the number of jobs created is correspondingly affected.

Services and Key Efficiency Indicators

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 14,474	\$'000 13,539	\$'000 15,017	\$'000 14,183	1
Less Income	218	310	199	310	
Net Cost of Service	14,256	13,229	14,818	13,873	
Employees (Full-Time Equivalents)	48	50	59	55	
Efficiency Indicators					
Cost per client serviced directly by the agency ^(b)	\$21.25	\$26.46	22.32	26.26	2
Cost per client serviced through third party delivery ^(c)	\$208.36	\$157.57	159.06	159.20	
Cost of policy development, advice and reform projects as a percentage of the total cost of service ^(d)	15%	14.54%	12.42%	10.17%	3

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

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

(c) Clients serviced through third party delivery comprise Business Local Service regional clients and metropolitan workshop clients. A client contact is the equivalent of a one hour engagement either through one-to-one service delivery or through a workshop (one-to-many).

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

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service between the 2022-23 Budget and the 2022-23 Estimated Actual is largely a result of \$1.4 million in one-off additional administration costs for the COVID-19 grant programs.
2. The reduction in cost per client serviced directly by the agency, between the 2022-23 Budget and the 2022-23 Estimated Actual is primarily due to an increase in the overall number of clients serviced through grant programs. With the finalisation of grants programs assessments by 30 June 2023, the 2023-24 Budget Target is expected to return to 2022-23 Budget levels.
3. The cost of policy development in 2023-24 Budget Target is lower than the 2022-23 Budget and the 2022-23 Estimated Actual resulting from lower service and contract costs in 2023-24 following the finalisation of the Small Business Friendly Initiative in 2022-23.

2. Access to Justice for Small Business ^(a)

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	2,254	2,515	2,592	2,581	
Less Income	9	12	12	12	
Net Cost of Service	2,245	2,503	2,580	2,569	
Employees (Full-Time Equivalents)	12	12	12	12	
Efficiency Indicators					
Cost per client serviced directly in the provision of dispute resolution ^(b)	\$1,453.72	\$1,030.30	\$1,260.42	\$1,502.87	1
Cost of subcontractor support services as a percentage of the total cost of service ^(c)	40.85%	46.90%	36.52%	36.54%	2

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

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

(c) Subcontractor support services investigate complaints of non-payment and provide direct support to subcontractors with security of payment issues. The Small Business Commissioner's authority was expanded in April 2020 to undertake inquiries and investigations of matters that impact upon small businesses, via the Corporation's Investigations and Inquiry Unit.

Explanation of Significant Movements

(Notes)

1. The increase in the cost per client in the 2023-24 Budget Target reflects the expected number of cases returning to pre-COVID-19 pandemic levels, noting that the Corporation has been engaged in a high number of lower complexity cases related to the COVID-19 pandemic over the last couple of years.
2. The lower than expected cost in the 2022-23 Estimated Actual (as a percentage of the Total Cost of Service) is mainly due to the cost of Dispute Resolution being proportionally greater than contractor support services costs, noting that a similar level of cost allocation is expected in 2023-24.

Asset Investment Program

1. The Corporation's Asset Investment Program provides for the replacement of business systems and equipment.

	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
COMPLETED WORKS							
Furniture and Office Equipment Replacement - 2021-22 Program	53	53	49	-	-	-	-
NEW WORKS							
Furniture and Office Equipment Replacement							
2023-24 Program	120	-	-	120	-	-	-
2024-25 Program	120	-	-	-	120	-	-
2025-26 Program	120	-	-	-	-	120	-
2026-27 Program	120	-	-	-	-	-	120
Total Cost of Asset Investment Program.....	533	53	49	120	120	120	120
FUNDED BY							
Capital Appropriation			60	60	60	60	60
Drawdown from the Holding Account.....			60	60	60	60	60
Internal Funds and Balances.....			(71)	-	-	-	-
Total Funding			49	120	120	120	120

Financial Statements

Income Statement

Expenses

1. The increase in the Total Cost of Services between the 2022-23 Budget and the 2022-23 Estimated Actual primarily relates to additional costs associated with the public sector wages policy (\$400,000) and the administration of COVID-19-related grant programs (\$1.4 million).
2. The Total Cost of Services is expected to increase in the 2023-24 Budget Year in comparison to the 2022-23 Budget as a result of additional costs associated with two new initiatives: Government Grant Management Solution and ServiceWA for Business.

INCOME STATEMENT ^(a) (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
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	7,789	7,754	9,338	8,856	8,701	8,449	8,107
Supplies and services	7,096	6,402	6,316	5,944	5,455	5,171	5,219
Accommodation	1,302	1,541	1,542	1,515	1,515	1,515	1,515
Depreciation and amortisation	138	153	156	155	155	155	155
Finance and interest costs	2	2	2	3	2	3	3
Other expenses	401	202	255	291	257	412	432
TOTAL COST OF SERVICES	16,728	16,054	17,609	16,764	16,085	15,705	15,431
Income							
Sale of goods and services	192	292	130	292	292	292	292
Other revenue	35	30	81	30	30	30	30
Total Income	227	322	211	322	322	322	322
NET COST OF SERVICES	16,501	15,732	17,398	16,442	15,763	15,383	15,109
INCOME FROM GOVERNMENT							
Service appropriations	17,559	15,521	15,647	15,743	15,056	15,247	14,958
Resources received free of charge	127	190	190	190	190	150	150
Other revenues	20	-	-	-	-	-	-
TOTAL INCOME FROM GOVERNMENT	17,706	15,711	15,837	15,933	15,246	15,397	15,108
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,205	(21)	(1,561)	(509)	(517)	14	(1)

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

(b) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 60, 71 and 67 respectively.

STATEMENT OF FINANCIAL POSITION ^(a)
(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
CURRENT ASSETS							
Cash assets	6,231	4,245	4,765	4,784	4,803	4,822	4,841
Restricted cash	-	24	-	-	-	-	-
Holding Account receivables	60	60	60	60	60	60	60
Receivables	349	271	349	349	349	349	349
Other.....	443	516	340	320	309	289	269
Total current assets	7,083	5,116	5,514	5,513	5,521	5,520	5,519
NON-CURRENT ASSETS							
Holding Account receivables	1,045	1,153	1,156	1,266	1,376	1,486	1,581
Property, plant and equipment.....	239	301	233	198	157	115	92
Intangibles	7	27	-	-	11	51	39
Total non-current assets	1,291	1,481	1,389	1,464	1,544	1,652	1,712
TOTAL ASSETS	8,374	6,597	6,903	6,977	7,065	7,172	7,231
CURRENT LIABILITIES							
Employee provisions	1,814	1,682	1,814	1,814	1,814	1,814	1,814
Payables	3	-	3	3	3	3	3
Borrowings and leases	9	5	17	15	12	18	16
Other.....	447	470	447	447	447	447	447
Total current liabilities	2,273	2,157	2,281	2,279	2,276	2,282	2,280
NON-CURRENT LIABILITIES							
Employee provisions	272	302	272	272	272	272	272
Borrowings and leases	22	30	28	16	18	30	17
Total non-current liabilities	294	332	300	288	290	302	289
TOTAL LIABILITIES.....	2,567	2,489	2,581	2,567	2,566	2,584	2,569
EQUITY							
Contributed equity	1,697	1,770	1,773	2,370	2,976	3,051	3,126
Accumulated surplus/(deficit).....	4,110	2,338	2,549	2,040	1,523	1,537	1,536
Total equity	5,807	4,108	4,322	4,410	4,499	4,588	4,662
TOTAL LIABILITIES AND EQUITY	8,374	6,597	6,903	6,977	7,065	7,172	7,231

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

STATEMENT OF CASHFLOWS ^(a)
(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
CASHFLOWS FROM GOVERNMENT							
Service appropriations.....	17,391	15,353	15,476	15,573	14,886	15,077	14,803
Capital appropriation	72	73	76	74	75	75	75
Holding Account drawdowns	60	60	60	60	60	60	60
Special Purpose Account(s)							
Digital Capability Fund.....	-	-	-	523	531	-	-
Other.....	21	-	-	-	-	-	-
Net cash provided by Government	17,544	15,486	15,612	16,230	15,552	15,212	14,938
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(7,726)	(7,703)	(9,288)	(8,805)	(8,650)	(8,398)	(8,056)
Supplies and services	(6,859)	(6,223)	(6,137)	(5,785)	(5,296)	(5,052)	(5,100)
Accommodation	(1,326)	(1,541)	(1,542)	(1,515)	(1,515)	(1,515)	(1,515)
GST payments	(856)	(690)	(690)	(690)	(690)	(690)	(690)
Finance and interest costs.....	(2)	(2)	(2)	(3)	(2)	(3)	(3)
Other payments.....	(412)	(222)	(255)	(291)	(257)	(412)	(432)
Receipts							
Sale of goods and services.....	210	292	130	292	292	292	292
GST receipts	811	690	690	690	690	690	690
Other receipts	40	30	81	30	30	30	30
Net cash from operating activities	(16,120)	(15,369)	(17,013)	(16,077)	(15,398)	(15,058)	(14,784)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(24)	(120)	(49)	(120)	(120)	(120)	(120)
Net cash from investing activities.....	(24)	(120)	(49)	(120)	(120)	(120)	(120)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(15)	(13)	(16)	(14)	(15)	(15)	(15)
Net cash from financing activities.....	(15)	(13)	(16)	(14)	(15)	(15)	(15)
NET INCREASE/(DECREASE) IN CASH HELD	1,385	(16)	(1,466)	19	19	19	19
Cash assets at the beginning of the reporting period	4,846	4,285	6,231	4,765	4,784	4,803	4,822
Cash assets at the end of the reporting period	6,231	4,269	4,765	4,784	4,803	4,822	4,841

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

Division 18 **Rural Business Development Corporation**

Part 4 **Jobs and Economic Development**

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
DELIVERY OF SERVICES							
Item 48 Net amount appropriated to deliver services	236	315	315	315	314	314	317
Total appropriations provided to deliver services.....	236	315	315	315	314	314	317
TOTAL APPROPRIATIONS	236	315	315	315	314	314	317
EXPENSES							
Total Cost of Services	577	443	443	446	375	377	380
Net Cost of Services ^(a)	577	443	443	446	375	377	380
CASH ASSETS ^(b)	5,438	4,192	5,352	5,265	5,266	5,267	5,268

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

(b) As at 30 June each financial year.

Spending Changes

The Corporation 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

1. The Corporation, on behalf of the Government, administers a number of assistance schemes through the *Rural Business Development Corporation Act 2000*. The Corporation currently administers three schemes, including the State-initiated Farm Debt Mediation Scheme, the Australian Carbon Credit Units Plus (ACCU Plus) project, and a Commonwealth Government-initiated and funded concessional loan scheme.
 - 1.1. The Government commenced the Farm Debt Mediation Scheme through the Corporation in June 2015. The Scheme is voluntary for both financiers and primary producer businesses, and is consistent with the national principles for farm debt mediation and schemes operating in other jurisdictions. The Scheme encourages earlier adoption of the mediation process compared to the legislated models, allowing for the preservation of equity and resolution, and contributes to maintaining rural land values.
 - 1.2. The Corporation also administers the ACCU Plus project within the Western Australian Carbon Farming and Land Restoration Program (CF-LRP). The CF-LRP is a key initiative of the State Climate Policy and provides the incentive to implement projects that will deliver on farm carbon sequestration and priority environmental, economic and social benefits.
 - 1.3. The Corporation currently administers three concessional loans on behalf of the Commonwealth Government's Farm Finance Concessional Loan Scheme, with a total of \$1 million in outstanding loan principal. However, these remaining loans are currently deemed irregular and are being monitored closely. Repayment dates have been negotiated with each client.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Improved ecologically sustainable development of agri-industry.	1. Farm Business Development

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. Farm Business Development.....	577	443	443	446	375	377	380
Total Cost of Services	577	443	443	446	375	377	380

Outcomes and Key Effectiveness Indicators ^(a)

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Outcome: Improved ecologically sustainable development of agri-industry:					
The extent to which recipients were satisfied with the way schemes are administered	n.a.	n.a.	n.a.	n.a.	1

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

Explanation of Significant Movements

(Notes)

1. The level of client satisfaction is determined through surveying loan clients who had completed an annual review. Due to the low number of concessional loans remaining, no annual reviews or surveys were conducted over 2020-21 to 2022-23 and will not be conducted in 2023-24.

Services and Key Efficiency Indicators

1. Farm Business Development

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 577	\$'000 443	\$'000 443	\$'000 446	1
Less Income	nil	nil	nil	nil	
Net Cost of Service	577	443	443	446	
Employees (Full-Time Equivalents)	nil	nil	nil	nil	2
Efficiency Indicators					
Administrative cost as a percentage of loan advanced amount.....	1.1%	0.5%	0.8%	0.5%	3
Administrative cost per loan advanced amount.....	\$3,749	\$1,612	\$2,811	\$1,612	

Explanation of Significant Movements

(Notes)

1. The reduction in Total Cost of Service from 2021-22 Actual compared to the 2022-23 Budget reflects the reduction in costs relating to the administration of the Farm Finance Concessional Loan Scheme, with only three loans outstanding which are currently deemed irregular and are being monitored closely. The reduction in Total Cost of Service from the 2021-22 Actual to the 2022-23 Estimated Actual is due to the Corporation not undertaking the planned research and development on issues affecting persons likely to be given financial assistance under the *Rural Business Development Corporation Act 2000*, in addition to a reduction in the loan scheme administration costs.
2. Primary Industries and Regional Development provides all services (including full-time equivalents) under a Memorandum of Understanding with the Corporation.
3. The administrative cost per loan advanced amount and the administrative cost as a percentage of loan advanced amount are both decreasing as administrative expenses have reduced in line with the reduction in the number of loans administered. However, the 2022-23 Estimated Actual exceeds the budget due to the cost of closely monitoring the remaining three loans.

Financial Statements

Income Statement

Expenses

1. The 2022-23 Budget and 2022-23 Estimated Actual Total Cost of Service is lower than the 2021-22 Actual as the Corporation has not undertaken the planned research and development on issues affecting persons likely to be given financial assistance under the *Rural Business Development Corporation Act 2000*, together with a reduction in the cost of the ongoing management and administration of the concessional loans schemes for the three remaining loans. From 2024-25, loan administration expenses are expected to reduce to zero with the expectation that all loans will be discharged by June 2024.

Income

2. Other revenue is higher in the 2022-23 Budget and 2022-23 Estimated Actual compared to the 2021-22 Actual as income from Primary Industries and Regional Development is received to fund administration expenses that the Corporation will incur in relation to the valuation of the financial assistance associated with the CF-LRP. This is expected to increase across the forward estimates period as the CF-LRP matures.

Statement of Financial Position

3. The reduction in cash assets from the 2021-22 Actual to the 2022-23 Budget assumed that the full \$1.6 million financial assistance associated with the ACCU Plus project would be paid by June 2023. The increase from the 2022-23 Budget to the 2022-23 Estimated Actual reflects updated information on the timing of payments under the signed agreements for the CF-LRP.
4. The increase in non-current assets from the 2021-22 Actual to the 2022-23 Budget relates to the financial assistance advanced under the CF-LRP, which may be settled through the issue of Australian carbon credit units. This is funded via a capital appropriation from Primary Industries and Regional Development and reflected as an equity contribution to the Corporation. The decrease from the 2022-23 Budget to the 2022-23 Estimated Actual is as a result of the retiming in the payments under the signed agreements for the ACCU Plus project.

Statement of Cashflows

5. Supplies and services are lower in the 2021-22 Actual compared to the 2022-23 Estimated Actual and 2022-23 Budget as the COVID-19 pandemic had a significant impact on the ability of the Corporation to undertake effective research and development on issues affecting persons likely to be given financial assistance under the *Rural Business Development Corporation Act 2000*.
6. In 2022-23, other payments decrease from the 2021-22 Actual as there are only three concessional loans outstanding which require ongoing management and administration, with the expectation that all loans are closed out by June 2024.
7. The 2021-22 Actual other payments from investing activities relates to the financial assistance advanced under the CF-LRP which may be settled through the issue of Australian carbon credit units. This is funded via a capital appropriation from Primary Industries and Regional Development and reflected as a net cash transfer to the Corporation. The decrease from the 2021-22 Actual to the 2022-23 Estimated Actual and 2022-23 Budget reflects the retiming of payments under the signed agreements for the ACCU Plus project.

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
COST OF SERVICES							
Expenses							
Supplies and services	173	252	252	254	271	273	276
Other expenses	404	191	191	192	104	104	104
TOTAL COST OF SERVICES	577	443	443	446	375	377	380
INCOME FROM GOVERNMENT							
Service appropriations	236	315	315	315	314	314	317
Resources received free of charge	41	-	-	-	-	-	-
Other revenues	16	42	42	44	62	64	64
TOTAL INCOME FROM GOVERNMENT	293	357	357	359	376	378	381
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(284)	(86)	(86)	(87)	1	1	1

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

STATEMENT OF FINANCIAL POSITION ^(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
CURRENT ASSETS							
Cash assets	5,438	4,192	5,352	5,265	5,266	5,267	5,268
Receivables	7	1	7	7	7	7	7
Other.....	-	4	-	-	-	-	-
Total current assets	5,445	4,197	5,359	5,272	5,273	5,274	5,275
NON-CURRENT ASSETS							
Other.....	254	1,600	254	254	254	254	254
Total non-current assets	254	1,600	254	254	254	254	254
TOTAL ASSETS	5,699	5,797	5,613	5,526	5,527	5,528	5,529
CURRENT LIABILITIES							
Other.....	51	166	51	51	51	51	51
Total current liabilities	51	166	51	51	51	51	51
EQUITY							
Contributed equity	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Accumulated surplus/(deficit).....	4,048	4,031	3,962	3,875	3,876	3,877	3,878
Total equity	5,648	5,631	5,562	5,475	5,476	5,477	5,478
TOTAL LIABILITIES AND EQUITY	5,699	5,797	5,613	5,526	5,527	5,528	5,529

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

STATEMENT OF CASHFLOWS ^(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
CASHFLOWS FROM GOVERNMENT							
Service appropriations.....	236	315	315	315	314	314	317
Other.....	1,616	42	42	44	62	64	64
Net cash provided by Government	1,852	357	357	359	376	378	381
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Supplies and services	(101)	(252)	(252)	(254)	(271)	(273)	(276)
GST payments	(31)	-	-	-	-	-	-
Other payments.....	(519)	(191)	(191)	(192)	(104)	(104)	(104)
Receipts							
GST receipts	31	-	-	-	-	-	-
Net cash from operating activities	(620)	(443)	(443)	(446)	(375)	(377)	(380)
CASHFLOWS FROM INVESTING ACTIVITIES							
Other payments.....	(287)	-	-	-	-	-	-
Net cash from investing activities	(287)	-	-	-	-	-	-
Cash assets at the beginning of the reporting period	4,493	4,278	5,438	5,352	5,265	5,266	5,267
Cash assets at the end of the reporting period	5,438	4,192	5,352	5,265	5,266	5,267	5,268

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

Division 19 **Economic Regulation Authority**

Part 4 **Jobs and Economic Development**

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
DELIVERY OF SERVICES							
Item 49 Net amount appropriated to deliver services	900	1,657	1,657	1,726	1,761	1,782	1,808
Total appropriations provided to deliver services.....	900	1,657	1,657	1,726	1,761	1,782	1,808
TOTAL APPROPRIATIONS	900	1,657	1,657	1,726	1,761	1,782	1,808
EXPENSES							
Total Cost of Services	14,007	15,680	14,886	17,868	18,193	18,441	18,841
Net Cost of Services ^(a)	4,956	5,605	5,515	5,533	5,359	5,366	5,857
CASH ASSETS ^(b)	7,982	6,989	8,124	8,337	8,623	8,925	9,165

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Authority'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 Authority'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
New Initiative					
New Energy Market Functions	-	1,108	1,120	1,160	1,224
Ongoing Initiative					
Increasing Compliance and Customer Protection Functions	-	652	659	681	719
Other					
Corporate Services - Additional Resources	-	341	346	359	378
Public Sector Wages Policy	503	508	674	845	-

Significant Issues Impacting the Agency

1. The implementation of the Government's Energy Transformation Strategy and commencement of the new Wholesale Electricity Market (WEM) design on 1 October 2023 will bring new functions for the Authority. The Authority is updating its monitoring, compliance and enforcement processes, in consultation with stakeholders, to give confidence to consumers that the energy market is well regulated. For example, the Authority will introduce an ex-ante market power mitigation mechanism, which will be monitored for effectiveness by the Coordinator of Energy.

2. The Authority referred a matter to the Electricity Review Board (ERB) following an investigation into Synergy's pricing behaviour in the WEM, which was heard by the ERB in May and June 2021. In November 2022, the ERB found that Synergy contravened the WEM Rules when it submitted offers into the balancing market based on inflated costs, and that behaviour related to market power. As of March 2023, the Authority is collating evidence to submit to the ERB to support its position in a contested hearing on penalties for Synergy's contraventions whilst continuing to engage in discussions with Synergy to see whether a joint position on penalties can be reached.
3. The Authority will commence reviews of ATCO Gas Australia's (ATCO's) access arrangement for the Mid West and South West Gas Distribution Systems, and Goldfields Gas Transmission's access arrangement for the Goldfields Gas Pipeline that typically spans a five-year period. These reviews will ensure that ATCO and Goldfields Gas Transmission offer efficient prices for reference services and reasonable terms and conditions for its customers during that period. The Commonwealth and State Energy Ministers are currently considering extending the regulatory framework to include hydrogen blends and renewable gases, and also including an emissions reduction objective which could affect the Authority's timeliness and resourcing of these access arrangement reviews.
4. The Authority will complete its five-yearly review of the Water Services Code of Conduct (Customer Service Standards) 2018. The Water Code establishes a customer protection framework that sets out the minimum level of service that licensees providing potable (drinking) water and sewerage services must provide to customers. The review will cover a broad range of issues such as connection of the water supply, billing, payment arrangements, financial hardship and complaints. The Authority consults with a statutory committee, the Water Code Consultative Committee, to inform its review.
5. The Authority is working with Treasury and stakeholders in the rail industry to implement the Government's planned changes to the Rail Access Regime. These reforms will mean additional functions for the Authority, similar to the functions currently required for administration of the gas access regime.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	The efficient, safe and equitable provision of utility services in Western Australia.	1. Submissions to the Authority's Governing Body

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. Submissions to the Authority's Governing Body	14,007	15,680	14,886	17,868	18,193	18,441	18,841
Total Cost of Services	14,007	15,680	14,886	17,868	18,193	18,441	18,841

Outcomes and Key Effectiveness Indicators ^(a)

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Outcome: The efficient, safe and equitable provision of utility services in Western Australia:					
Number of submissions made to the Authority's Governing Body	231	200	210	200	
Rating by the Authority's Governing Body as to the content, accuracy and presentation of these submissions ^(b)	3.04	3	3.35	3	
Number (percentage) of submissions provided by the required deadline	100%	100%	100%	100%	
Rating by the Authority's Governing Body as to their perception of the timeliness of submissions ^(b)	3.05	3	3.37	3	

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

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

Services and Key Efficiency Indicators**1. Submissions to the Economic Regulation Authority Governing Body**

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service	\$'000 14,007	\$'000 15,680	\$'000 14,886	\$'000 17,868	1
Less Income	9,051	10,075	9,371	12,335	
Net Cost of Service	4,956	5,605	5,515	5,533	
Employees (Full-Time Equivalents)	63	70	66	83	1
Efficiency Indicators					
Cost per submission made to the Authority's Governing Body	\$60,636	\$78,400	\$70,886	\$89,340	2

Explanation of Significant Movements

(Notes)

1. The 2022-23 Estimated Actuals are lower compared to the 2022-23 Budget due to the tight labour market and the inability to fill vacant positions in a timely manner.
2. The 2023-24 Budget Target is higher than the 2022-23 Budget due to the number of submissions remaining relatively consistent, but the number of resources required to complete each submission increasing due to complexity and additional modelling and market research requirements.

Financial Statements

Income Statement

Expenses

1. The Total Cost of Services in the 2023-24 Budget Year has grown due to the need for additional resources to complete the increasingly complex functions of the Authority, such as market modelling and compliance, and the finalisation of recruitment processes to fill vacancies which took longer than expected due to the tight labour market.

Income

2. Regulatory fees charged by the Authority are determined by costs. Industry funding regulations allow for the recovery of the core function costs of the Authority. An increase or decrease in budgeted costs will result in a commensurate impact on budgeted regulatory fees. The allocation of core function costs to the different functions is determined by the staff time allocated to each function. Regulatory fees charged to stakeholders will vary year on year, dependent on the work the Authority undertakes in a particular year.
3. Other revenue increased as a result of changes in interest rates during 2022-23, which are likely to stabilise in the outyears at the current rate.

Statement of Financial Position

4. The increase in the bank balance in each of the outyears is due to the retained interest revenue due to changes in the Reserve Bank of Australia's cash rate target, which along with a small appropriation is used to cover costs which cannot be charged to industry.

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
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	9,858	11,104	10,842	13,730	14,108	14,350	14,693
Supplies and services	2,382	3,119	2,619	2,555	2,559	2,563	2,563
Accommodation	1,032	991	991	990	991	991	991
Depreciation and amortisation	51	97	70	71	66	66	66
Finance and interest costs	-	7	2	5	4	3	3
Other expenses	684	362	362	517	465	468	525
TOTAL COST OF SERVICES	14,007	15,680	14,886	17,868	18,193	18,441	18,841
Income							
Regulatory fees and fines	9,024	9,990	9,146	12,090	12,599	12,840	12,765
Other revenue	27	85	225	245	235	235	219
Total Income	9,051	10,075	9,371	12,335	12,834	13,075	12,984
NET COST OF SERVICES	4,956	5,605	5,515	5,533	5,359	5,366	5,857
INCOME FROM GOVERNMENT							
Service appropriations	900	1,657	1,657	1,726	1,761	1,782	1,808
Resources received free of charge	159	266	266	266	266	266	266
Other revenues	4,067	3,733	3,733	3,755	3,574	3,574	4,023
TOTAL INCOME FROM GOVERNMENT	5,126	5,656	5,656	5,747	5,601	5,622	6,097
SURPLUS/(DEFICIENCY) FOR THE PERIOD	170	51	141	214	242	256	240

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

(b) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 63, 66 and 83 respectively.

STATEMENT OF FINANCIAL POSITION ^(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
CURRENT ASSETS							
Cash assets	7,755	6,763	7,897	8,110	8,400	8,702	8,942
Restricted cash	38	43	38	38	34	34	34
Receivables	1,708	4,815	1,708	1,708	1,708	1,708	1,708
Other.....	2,637	175	2,637	2,637	2,637	2,637	2,637
Total current assets	12,138	11,796	12,280	12,493	12,779	13,081	13,321
NON-CURRENT ASSETS							
Holding Account receivables	399	416	399	399	399	399	399
Property, plant and equipment.....	189	220	254	238	172	123	107
Restricted cash	189	183	189	189	189	189	189
Other.....	-	25	-	-	-	-	-
Total non-current assets	777	844	842	826	760	711	695
TOTAL ASSETS	12,915	12,640	13,122	13,319	13,539	13,792	14,016
CURRENT LIABILITIES							
Employee provisions	2,649	2,713	2,670	2,682	2,694	2,706	2,706
Payables	884	766	884	884	880	876	876
Borrowings and leases	3	10	15	15	14	15	13
Other.....	19	12	19	19	19	19	19
Total current liabilities	3,555	3,501	3,588	3,600	3,607	3,616	3,614
NON-CURRENT LIABILITIES							
Employee provisions	430	434	432	434	436	438	438
Borrowings and leases	8	-	62	45	28	28	14
Total non-current liabilities	438	434	494	479	464	466	452
TOTAL LIABILITIES.....	3,993	3,935	4,082	4,079	4,071	4,082	4,066
EQUITY							
Contributed equity	773	725	750	736	722	708	708
Accumulated surplus/(deficit).....	8,149	8,042	8,290	8,504	8,746	9,002	9,242
Reserves.....	-	(62)	-	-	-	-	-
Total equity	8,922	8,705	9,040	9,240	9,468	9,710	9,950
TOTAL LIABILITIES AND EQUITY	12,915	12,640	13,122	13,319	13,539	13,792	14,016

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

STATEMENT OF CASHFLOWS ^(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
CASHFLOWS FROM GOVERNMENT							
Service appropriations.....	900	1,657	1,657	1,726	1,761	1,782	1,808
Holding Account drawdowns	17	-	-	-	-	-	-
Other.....	3,780	3,741	3,741	3,763	3,574	3,574	3,574
Net cash provided by Government	4,697	5,398	5,398	5,489	5,335	5,356	5,382
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(10,095)	(11,143)	(10,881)	(13,769)	(14,108)	(14,350)	(14,693)
Supplies and services	(2,371)	(2,849)	(2,349)	(2,285)	(2,509)	(2,513)	(2,559)
Accommodation	(969)	(1,004)	(1,004)	(1,003)	(774)	(774)	(774)
GST payments	(400)	(327)	(327)	(327)	(510)	(510)	(510)
Finance and interest costs.....	(1)	(11)	(2)	(5)	(4)	(3)	(3)
Other payments.....	(863)	(324)	(324)	(479)	(466)	(469)	(526)
Receipts							
Regulatory fees and fines	10,401	9,975	9,134	12,078	12,597	12,840	13,214
GST receipts	423	289	289	289	510	510	510
Other receipts	27	85	225	245	235	235	219
Net cash from operating activities	(3,848)	(5,309)	(5,239)	(5,256)	(5,029)	(5,034)	(5,122)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(15)	(37)	(17)	(20)	(20)	(20)	(20)
Net cash from financing activities.....	(15)	(37)	(17)	(20)	(20)	(20)	(20)
NET INCREASE/(DECREASE) IN CASH HELD	834	52	142	213	286	302	240
Cash assets at the beginning of the reporting period	7,148	6,937	7,982	8,124	8,337	8,623	8,925
Cash assets at the end of the reporting period	7,982	6,989	8,124	8,337	8,623	8,925	9,165

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

Division 20 **Infrastructure WA**

Part 4 **Jobs and Economic Development**

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
DELIVERY OF SERVICES							
Item 50 Net amount appropriated to deliver services	4,827	4,877	4,997	5,043	5,032	5,100	5,180
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	368	369	369	370	379	389	398
Total appropriations provided to deliver services.....	5,195	5,246	5,366	5,413	5,411	5,489	5,578
TOTAL APPROPRIATIONS	5,195	5,246	5,366	5,413	5,411	5,489	5,578
EXPENSES							
Total Cost of Services	4,766	6,099	5,419	6,266	5,464	5,542	5,631
Net Cost of Services ^(a)	4,766	6,099	5,419	6,266	5,464	5,542	5,631
CASH ASSETS ^(b)	2,334	994	2,334	1,534	1,534	1,534	1,534

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

(b) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Infrastructure WA's Income Statement since presentation of the 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
Other					
2023-24 Streamlined Budget Process Incentive Funding	-	97	-	-	-
Public Sector Wages Policy	120	122	160	200	252
Salaries and Allowances Tribunal.....	-	-	8	18	26

Significant Issues Impacting the Agency

1. The first State Infrastructure Strategy (the Strategy) was tabled in Parliament on 3 August 2022. In addition, the final section of the *Infrastructure Western Australia Act 2019* commenced on 1 January 2023. This enables delivery of the first State Infrastructure Program, which is a key area of focus for Infrastructure WA in 2023-24.
2. Infrastructure WA is working with stakeholder agencies and Government Trading Enterprises to refine the major infrastructure proposal assessment process with the revised guidelines expected to be implemented in 2023-24.

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 Infrastructure WA's services, the desired outcomes and the relevant Government Goal. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goals	Desired Outcomes	Services
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future. Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	An informed government on infrastructure matters, needs and priorities.	1. Development, Monitoring and Reporting on Implementation of the State Infrastructure Strategy
	Effective and efficient government infrastructure planning and coordination.	2. Assessment of Major Infrastructure Proposals

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. Development, Monitoring and Reporting on Implementation of the State Infrastructure Strategy	4,194	3,485	3,097	3,581	3,122	3,167	3,244
2. Assessment of Major Infrastructure Proposals	572	2,614	2,322	2,685	2,342	2,375	2,387
Total Cost of Services	4,766	6,099	5,419	6,266	5,464	5,542	5,631

Outcomes and Key Effectiveness Indicators ^(a)

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Outcome: An informed government on infrastructure matters, needs and priorities:					
Undertaking of State Infrastructure Strategy functions	100%	100%	100%	100%	
Undertaking of stakeholder events	55	n.a.	n.a.	n.a.	1
Outcome: Effective and efficient government infrastructure planning and coordination:					
Undertaking of major infrastructure proposal assessment functions:					
Assessment of proposals	100%	100%	100%	100%	
Publication of guidelines	100%	100%	100%	100%	

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

Explanation of Significant Movements

(Notes)

1. Stakeholder events were associated with the development of the Strategy and are no longer required with the finalisation of the Strategy in 2022. Consequently, this key effectiveness indicator was discontinued as part of the 2022-23 Budget.

Services and Key Efficiency Indicators

1. Development, Monitoring and Reporting on Implementation of the State Infrastructure Strategy

Under the *Infrastructure Western Australia Act 2019* (the Act), one of Infrastructure WA's primary responsibilities is the preparation of a strategy to identify Western Australia's significant infrastructure needs and priorities over the next 20 years.

Preparation for the commencement of reporting on implementation of the Strategy is being finalised and the first report is scheduled to be released in 2023-24.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service	\$'000 4,194	\$'000 3,485	\$'000 3,097	\$'000 3,581	
Less Income	nil	nil	nil	nil	
Net Cost of Service	4,194	3,485	3,097	3,581	1
Employees (Full-Time Equivalents)	13	12	12	12	
Efficiency Indicators					
Average cost per FTE to undertake state infrastructure strategy functions	\$315	\$290	\$258	\$298	1

Explanation of Significant Movements

(Notes)

1. The decrease in the 2022-23 Estimated Actual, relative to the 2022-23 Budget, indicates lower than anticipated external resources required to undertake the initial phase of implementation of the Strategy. The 2023-24 Budget Target remains in line with the 2022-23 Budget reflecting the expected additional external resources required to continue implementation of the Strategy in 2023-24.

2. Assessment of Major Infrastructure Proposals

Infrastructure WA assesses major infrastructure proposals with a capital cost of \$100 million or more, in accordance with its responsibilities under the Act, and provides relevant advice to the Government to support informed investment decisions.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 572	\$'000 2,614	\$'000 2,322	\$'000 2,685	1
Less Income	nil	nil	nil	nil	
Net Cost of Service	572	2,614	2,322	2,685	
Employees (Full-Time Equivalents)	2	9	9	9	
Efficiency Indicators					
Average cost per FTE to undertake major infrastructure proposal assessment functions.....	\$286	\$290	\$258	\$298	1

Explanation of Significant Movements

(Notes)

- The decrease in the 2022-23 Estimated Actual compared to the 2022-23 Budget and 2023-24 Budget Target is due to lower than anticipated external resources required to undertake the initial phase of the major infrastructure proposals assessment. The 2023-24 Budget Target remains in line with the 2022-23 Budget reflecting the expected additional external resources required to complete the assessments of major infrastructure proposals when implementation is fully completed, which is currently scheduled for 2023-24.

Financial Statements

Income Statement

Expenses

- Supplies and services expense of \$800,000 has been repositioned from 2022-23 to 2023-24 to appropriately resource Infrastructure WA's commencing and maturing functions.

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
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	2,597	2,842	2,962	3,057	3,104	3,157	3,218
Supplies and services	1,592	2,861	2,061	2,810	1,958	1,983	2,011
Accommodation	337	240	240	242	245	245	245
Depreciation and amortisation	4	-	-	-	-	-	-
Other expenses.....	236	156	156	157	157	157	157
TOTAL COST OF SERVICES	4,766	6,099	5,419	6,266	5,464	5,542	5,631
INCOME FROM GOVERNMENT							
Service appropriations	5,195	5,246	5,366	5,413	5,411	5,489	5,578
Resources received free of charge	51	53	53	53	53	53	53
TOTAL INCOME FROM GOVERNMENT	5,246	5,299	5,419	5,466	5,464	5,542	5,631
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	480	(800)	-	(800)	-	-	-

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

(b) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 15, 21 and 21 respectively.

STATEMENT OF FINANCIAL POSITION ^(a)
(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
CURRENT ASSETS							
Cash assets	2,267	947	2,267	1,467	1,467	1,467	1,467
Receivables	27	185	27	27	27	27	27
Other	227	75	227	227	227	227	227
Total current assets	2,521	1,207	2,521	1,721	1,721	1,721	1,721
NON-CURRENT ASSETS							
Property, plant and equipment	34	-	34	34	34	34	34
Restricted cash	67	47	67	67	67	67	67
Total non-current assets	101	47	101	101	101	101	101
TOTAL ASSETS	2,622	1,254	2,622	1,822	1,822	1,822	1,822
CURRENT LIABILITIES							
Employee provisions	823	612	823	823	823	823	823
Payables	-	113	-	-	-	-	-
Other	359	126	359	359	359	359	359
Total current liabilities	1,182	851	1,182	1,182	1,182	1,182	1,182
NON-CURRENT LIABILITIES							
Employee provisions	127	82	127	127	127	127	127
Other	112	-	112	112	112	112	112
Total non-current liabilities	239	82	239	239	239	239	239
TOTAL LIABILITIES	1,421	933	1,421	1,421	1,421	1,421	1,421
EQUITY							
Accumulated surplus/(deficit)	1,201	321	1,201	401	401	401	401
Total equity	1,201	321	1,201	401	401	401	401
TOTAL LIABILITIES AND EQUITY	2,622	1,254	2,622	1,822	1,822	1,822	1,822

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

STATEMENT OF CASHFLOWS ^(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
CASHFLOWS FROM GOVERNMENT							
Service appropriations.....	5,195	5,246	5,366	5,413	5,411	5,489	5,578
Net cash provided by Government	5,195	5,246	5,366	5,413	5,411	5,489	5,578
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(2,484)	(2,842)	(2,962)	(3,057)	(3,104)	(3,157)	(3,218)
Supplies and services	(1,442)	(2,808)	(2,008)	(2,757)	(1,905)	(1,930)	(1,958)
Accommodation	(184)	(240)	(240)	(242)	(245)	(245)	(245)
GST payments	(129)	(255)	(255)	(256)	(256)	(256)	(256)
Other payments.....	(197)	(156)	(156)	(157)	(157)	(157)	(157)
Receipts							
GST receipts	219	255	255	256	256	256	256
Net cash from operating activities	(4,217)	(6,046)	(5,366)	(6,213)	(5,411)	(5,489)	(5,578)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(38)	-	-	-	-	-	-
Net cash from investing activities.....	(38)	-	-	-	-	-	-
Cash assets at the beginning of the reporting period	1,394	1,794	2,334	2,334	1,534	1,534	1,534
Cash assets at the end of the reporting period	2,334	994	2,334	1,534	1,534	1,534	1,534

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

Forest Products Commission

Part 4 Jobs and Economic Development

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

	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
REVENUE TO GENERAL GOVERNMENT SECTOR							
National Tax Equivalent Regime - Income Tax.....	14,380	-	-	-	1,189	2,363	2,806
Local Government Rates Equivalent	478	390	411	514	670	160	164
Dividends ^(a)	-	-	-	-	815	1,144	1,144
EXPENSES FROM GENERAL GOVERNMENT SECTOR							
Operating Subsidies ^(b)	200	220	220	-	-	-	-
Other Subsidies ^(c)	515	-	-	-	-	-	-
EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR							
Equity Contribution ^(d)	14,263	11,034	11,034	-	-	-	-
Special Purpose Accounts ^(e)	-	39,373	40,673	36,300	35,641	33,293	40,326
RATIOS							
Dividend Payout Ratio (%)	75	75	75	75	75	75	75
GOVERNMENT TRADING ENTERPRISE INFORMATION							
Revenue from Operations	126,276	118,839	131,053	120,285	153,349	153,260	157,053
Revenue from Government	715	220	220	-	-	-	-
Total Expenses ^(f)	143,467	132,691	146,344	140,978	152,973	149,692	152,448
NET PROFIT AFTER TAX.....	(30,856)	(9,337)	(10,550)	(14,575)	(813)	1,205	1,799
CASH ASSETS ^(g)	17,008	11,100	17,936	2,461	302	512	607

- (a) In determining the dividend payment to general government, Net Profit After Tax may be adjusted based on other factors as permitted by relevant legislation.
- (b) An operating subsidy is provided to the Commission to cover expenditure associated with the retention of mature pines at the Dick Perry Reserve. The retained pines provide a habitat for the endangered Carnaby's Cockatoo.
- (c) Other subsidies include \$252,000 for the farm forestry grant and \$263,000 for resources received free of charge.
- (d) The equity contributions of \$14.3 million in the 2021-22 Actual and \$11 million in the 2022-23 Estimated Actual were to offset reduced native forest revenue and maintain sufficient working capital.
- (e) The equity contribution of \$40.7 million in the 2022-23 Estimated Actual is for the Softwood Plantation Expansion Program. The equity contribution of \$36.3 million in the 2023-24 Budget Year is comprised of \$36 million for the Softwood Plantation Expansion Program and \$300,000 in funding from the Digital Capability Fund.
- (f) Excludes current tax expense, deferred tax expense and dividends.
- (g) 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
Key Adjustment					
Trade Revisions ^(a)	21	(3,630)	-	-	-

(a) Trade revisions relate to the movement in current tax equivalent, local government rates and services and contracts expenses.

Significant Issues Impacting the Government Trading Enterprise

Financial Projections for Outyears 2024-25 to 2026-27

1. The impact of ceasing native forest logging on the Commission's budget has been reflected for the 2022-23 and 2023-24 years only, on the basis that the new Forest Management Plan (FMP) 2024-33 is yet to be finalised. The Commission will revise its outyears forecast based on a finalised FMP to reflect the financial impacts of ecological thinning activities as part of the 2024-25 Budget process.

Native Forest

2. The decision to cease logging of native forests in Western Australia will have a financial impact on the Commission's operations as most mills and haul contractors may not continue operations after December 2023.
3. The new FMP will commence 1 January 2024, and will be managed by Biodiversity, Conservation and Attractions. Following the decision to end native logging in the South West, the new FMP will introduce an ecological thinning program to improve forest health and resilience and will allow for harvesting as part of approved mining operations for the period 2024-2033.

Plantations

4. New investment under the \$350 million Softwood Plantation Expansion Program will not produce any revenue streams over the forward estimates period.

Sandalwood

5. The Commission will continue to source new sandalwood markets.
6. The strong US dollar exchange rate is impacting all international markets, making sandalwood products more expensive for international customers using the US dollar.
7. Aromatherapy markets, which were strong during COVID-19 restrictions, have weakened substantially.

Impacts of Climate Change

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

Statement of Corporate Intent

The following performance information (financial and non-financial) is the subject of a Statement of Corporate Intent, 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.	Perform functions in a responsible and cost-efficient manner.	1. Ensure efficient, effective and safe delivery of business outcomes
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Vibrant forest industry for local jobs.	2. Facilitate a vibrant forest industry to create local jobs, particularly in regional Western Australia
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Healthy forests.	3. Deliver healthy forests for future generations

Outcomes and Key Performance Indicators

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Outcome: Ensure efficient, effective and safe delivery of business outcomes:					
Operating profit/(loss) (\$'000) ^(a)	(\$7,806)	(\$9,090)	(\$10,930)	(\$16,931)	1
Timeliness of response to stakeholder concerns or complaints	100%	95%	100%	98%	
Outcome: Facilitate a vibrant forest industry to create local jobs, particularly in regional Western Australia:					
Native forest resource processed locally (excluding any trials or research undertaken)	100%	100%	100%	100%	
The achievement of thinning schedules for softwood plantations	74%	95%	74%	95%	2
Outcome: Deliver healthy forests for future generations:					
Harvest of sandalwood does not exceed licence limits (tonnes)	1,483	2,000	1,600	1,800	3
All operations commence with required approvals	99%	100%	99%	100%	
First and second rotation softwood planting targets are achieved (hectares)	1,474	2,239	2,239	2,391	4

(a) Operating loss is net loss before tax, biological asset revaluation/amortisation and onerous contract.

Explanation of Significant Movements

(Notes)

1. Anticipated operating loss in the 2023-24 Budget Target is higher due to a combination of sales ceasing on native forest products from 1 January 2024, offset by reduced harvesting and haulage costs, and fixed costs for anticipated work for ecological thinning for forest health.
2. The 2022-23 Estimated Actual reflects reduced plantation thinning due to the low availability of harvest and haulage contractors.
3. The 2022-23 Estimated Actual reflects a temporary reduction in market demand as the Commission elected not to pursue full utilisation of the quantity of sandalwood available for harvest under its licence.
4. The 2023-24 Budget Target is higher due to the expansion of the planting program onto new plantation investment land.

Asset Investment Program

1. The Commission's Asset Investment Program for 2023-24 to 2026-27 totals \$114.1 million and provides investment in projects that support regional development and the economic growth of the State.
 - 1.1. The Commission will spend \$113.3 million over 2023-24 to 2026-27 on the acquisition of land to support the expansion of its softwood plantation estate. The Softwood Plantation Expansion Program has been designed to allow for fluctuations in market prices and land availability and while the \$350 million has been allocated across 10 years, the funds can be brought forward or deferred to account for any year-to-year variations.
 - 1.2. The Commission will spend \$0.8 million over 2023-24 to 2026-27 to update ICT works that support the delivery of the Commission's services.

	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
WORKS IN PROGRESS							
Softwood Plantation Expansion Program.....	146,382	33,042	33,042	28,216	27,701	25,195	32,228
COMPLETED WORKS							
Building Works.....	408	408	250	-	-	-	-
Computers, Plant and Equipment.....	247	247	200	-	-	-	-
NEW WORKS							
Computers, Plant and Equipment.....	800	-	-	200	200	200	200
Total Cost of Asset Investment Program.....	147,837	33,697	33,492	28,416	27,901	25,395	32,428
FUNDED BY							
Internal Funds and Balances.....			450	200	200	200	200
Major Special Purpose Account(s) Drawdown from Softwood Plantation Expansion Fund.....			33,042	28,216	27,701	25,195	32,228
Total Funding			33,492	28,416	27,901	25,395	32,428

Financial Statements

Income Statement

Revenue

1. The decrease of \$10.3 million in sale of goods and services between the 2022-23 Estimated Actual and 2023-24 Budget Year is driven by reduced sales in native forest products. As no ecological thinning works contracts have yet been established under the new FMP 2024-2033, future sales revenues have not been reflected for the period 1 January 2024 to 30 June 2024.

Expenses

2. The increase in employee benefits in the 2023-24 Budget Year compared to the 2022-23 Estimated Actual reflects the implementation of the public sector wages policy.
3. The \$3.5 million reduction in supplies and services expense between the 2022-23 Estimated Actual and 2023-24 Budget Year reflects the decrease in harvest and haulage costs in line with the forecast decrease in the sale of native forest products. Due to the changes reflected under the new FMP 2024-2033, native forest related cost of sales have not been reflected beyond 1 January 2024, although current fixed costs are included to reflect the capacity required to undertake future ecological thinning work.
4. The decrease in depreciation and amortisation across the forward estimates period is due to the final amortisation of the Commission's native forest licence (a right-of-use asset) in 2023-24. This has been reduced each year, in line with the current FMP 2014-2023 ending in December 2023.

Statement of Financial Position

5. The increase in property, plant and equipment between the 2022-23 Estimated Actual and 2023-24 Budget Year of \$26.7 million is due to land acquisitions for the Softwood Plantation Expansion Program.
6. The \$4.9 million increase in biological assets between the 2022-23 Estimated Actual and 2023-24 Budget Year is due to plantation establishment on existing lands and new lands acquired as part of the Softwood Plantation Expansion Program.
7. The decrease in intangibles between the 2022-23 Estimated Actual and 2023-24 Budget Year of \$1.1 million is due to the amortisation of the right of use of the Commission's native forest licence ending in December 2023.

Statement of Cashflows

8. The movement in the purchase of non-current assets between the 2023-24 Budget Year and the outyears is explained in the Asset Investment Program.
9. The movement in other payments from investing activities between the 2023-24 Budget Year and the outyears is due to the plantation establishment on existing lands and new lands acquired as part of the Softwood Plantation Expansion Program.
10. The \$11 million equity contribution in the 2022-23 Estimated Actual was paid to the Commission by Government to offset the reduction in native forest receipts.

INCOME STATEMENT (a)(b)
(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
REVENUE							
Revenue from operations							
Sale of goods and services.....	125,079	117,384	129,518	119,238	151,819	151,707	155,500
Other revenue	1,197	1,455	1,535	1,047	1,530	1,553	1,553
Revenue from Government							
Operating subsidies.....	200	220	220	-	-	-	-
Other subsidies	515	-	-	-	-	-	-
TOTAL REVENUE.....	126,991	119,059	131,273	120,285	153,349	153,260	157,053
Expenses							
Employee benefits ^(c)	19,319	23,065	24,950	26,429	27,046	27,657	28,059
Grants and subsidies.....	20	50	50	50	50	50	50
Supplies and services	96,333	87,945	99,633	96,112	104,800	101,899	104,452
Accommodation	1,534	2,082	2,007	2,141	2,138	1,587	1,626
Depreciation and amortisation	4,073	3,933	4,095	2,777	1,809	1,334	1,021
Finance and interest costs.....	284	434	429	417	386	328	323
Other expenses.....	21,904	15,182	15,180	13,052	16,744	16,837	16,917
TOTAL EXPENSES.....	143,467	132,691	146,344	140,978	152,973	149,692	152,448
NET PROFIT/(LOSS) BEFORE TAX	(16,476)	(13,632)	(15,071)	(20,693)	376	3,568	4,605
National Tax Equivalent Regime							
Current tax equivalent expense	14,380	-	-	-	1,189	2,363	2,806
Deferred tax equivalent expense	-	(4,295)	(4,521)	(6,118)	-	-	-
NET PROFIT/(LOSS) AFTER TAX	(30,856)	(9,337)	(10,550)	(14,575)	(813)	1,205	1,799
Dividends	-	-	-	-	815	1,144	1,144

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

(b) The impact of ceasing native forest logging on the Commission's budget has been reflected for the 2022-23 and 2023-24 years only, on the basis that the new FMP is yet to be finalised. The Commission will revise the outyears forecast based on a finalised FMP to reflect the financial impacts of ecological thinning activities as part of the 2024-25 Budget process.

(c) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 168, 197 and 197 respectively.

STATEMENT OF FINANCIAL POSITION (a)(b)
(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
CURRENT ASSETS							
Cash assets	17,008	11,100	17,936	2,461	302	512	607
Receivables	14,736	14,037	14,920	15,109	15,348	15,588	15,588
Biological asset	11,883	2,147	11,883	11,883	11,883	11,883	11,883
Other	9,410	9,427	9,790	9,908	9,908	9,908	9,908
Total current assets	53,037	36,711	54,529	39,361	37,441	37,891	37,986
NON-CURRENT ASSETS							
Property, plant and equipment	44,148	77,876	76,418	103,953	130,574	155,174	186,971
Intangibles	3,313	1,081	1,152	71	71	71	71
Biological asset	186,258	212,609	192,389	197,294	208,589	220,059	231,815
Other ^(c)	-	24,112	4,521	10,639	9,450	7,893	7,893
Total non-current assets	233,719	315,678	274,480	311,957	348,684	383,197	426,750
TOTAL ASSETS	286,756	352,389	329,009	351,318	386,125	421,088	464,736
CURRENT LIABILITIES							
Employee provisions	3,937	3,014	3,940	3,940	3,940	3,940	3,940
Payables	8,921	2,993	8,921	8,921	8,921	8,921	8,921
Borrowings and leases	653	494	1,528	1,610	1,524	1,544	1,536
Borrowings	13	-	13	13	13	13	13
Other	12,463	12,028	13,260	13,253	14,189	14,952	15,018
Total current liabilities	25,987	18,529	27,662	27,737	28,587	29,370	29,428
NON-CURRENT LIABILITIES							
Employee provisions	770	1,750	770	770	770	770	770
Borrowings and leases	1,839	842	953	1,204	943	818	621
Other	14,597	16,749	14,911	15,173	15,383	16,334	19,140
Total non-current liabilities	17,206	19,341	16,634	17,147	17,096	17,922	20,531
TOTAL LIABILITIES	43,193	37,870	44,296	44,884	45,683	47,292	49,959
NET ASSETS	243,563	314,519	284,713	306,434	340,442	373,796	414,777
EQUITY							
Contributed equity	290,508	352,248	342,215	378,515	414,156	447,449	487,775
Accumulated surplus/(deficit)	(63,242)	(50,728)	(73,792)	(88,367)	(89,995)	(89,934)	(89,279)
Reserves	16,297	12,999	16,290	16,286	16,281	16,281	16,281
TOTAL EQUITY	243,563	314,519	284,713	306,434	340,442	373,796	414,777

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

(b) The impact of ceasing native forest logging on the Commission's budget has been reflected for the 2022-23 and 2023-24 years only, on the basis that the new FMP is yet to be finalised. The Commission will revise the outyears forecast based on a finalised FMP to reflect the financial impacts of ecological thinning activities as part of the 2024-25 Budget process.

(c) Relates to deferred tax assets.

STATEMENT OF CASHFLOWS (a)(b)
(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
CASHFLOWS FROM OPERATING ACTIVITIES							
Receipts							
Sale of goods and services.....	128,721	115,839	129,518	119,238	150,281	151,707	155,500
Grants and subsidies.....	115	-	-	-	-	-	-
GST receipts.....	11,256	11,722	13,100	12,022	15,169	15,314	15,693
Other receipts.....	1,022	1,455	1,535	1,047	1,530	1,553	1,521
Payments							
Employee benefits.....	(19,334)	(23,079)	(24,964)	(26,443)	(27,060)	(27,754)	(28,059)
Supplies and services.....	(107,132)	(95,951)	(110,556)	(104,099)	(112,604)	(111,037)	(114,202)
Accommodation ^(c)	(1,017)	(1,692)	(1,596)	(1,627)	(1,468)	(1,427)	(1,462)
GST payments.....	(11,506)	(11,722)	(13,100)	(12,022)	(15,169)	(15,314)	(15,693)
Finance and interest costs.....	(76)	(64)	(59)	(94)	(103)	(97)	(92)
Other payments.....	(3,035)	(3,376)	(3,374)	(3,353)	(3,615)	(3,762)	(3,842)
Net cash from operating activities.....	(986)	(6,868)	(9,496)	(15,331)	6,961	9,183	9,364
CASHFLOWS FROM INVESTING ACTIVITIES							
Payments							
Purchase of non-current assets.....	(47)	(32,192)	(33,492)	(28,416)	(27,901)	(25,395)	(32,428)
Other payments.....	(6,033)	(8,131)	(6,980)	(6,905)	(14,749)	(14,924)	(15,210)
Net cash from investing activities.....	(6,080)	(40,323)	(40,472)	(35,321)	(42,650)	(40,319)	(47,638)
CASHFLOWS FROM FINANCING ACTIVITIES							
Receipts							
Proceeds from borrowings.....	-	9,000	9,000	9,000	9,000	9,000	9,000
Payments							
Repayment of borrowings and leases.....	(1,090)	(9,742)	(9,620)	(9,609)	(9,626)	(9,643)	(9,649)
Net cash from financing activities.....	(1,090)	(742)	(620)	(609)	(626)	(643)	(649)
CASHFLOWS FROM GOVERNMENT							
Receipts							
Operating subsidies.....	200	220	220	-	-	-	-
Equity contributions.....	14,263	11,034	11,034	-	-	-	-
Other subsidies.....	252	-	-	-	-	-	-
Special Purpose Account(s)							
Digital Capability Fund.....	-	-	-	300	-	-	-
Softwood Plantation Expansion Fund.....	-	39,373	40,673	36,000	35,641	33,293	40,326
Payments							
Dividends to Government.....	-	-	-	-	(815)	(1,144)	(1,144)
Local Government Rates Equivalent.....	(478)	(390)	(411)	(514)	(670)	(160)	(164)
Net cash provided to Government.....	(14,237)	(50,237)	(51,516)	(35,786)	(34,156)	(31,989)	(39,018)
NET INCREASE/(DECREASE) IN CASH HELD.....	6,081	2,304	928	(15,475)	(2,159)	210	95
Cash assets at the beginning of the reporting period.....	10,927	8,796	17,008	17,936	2,461	302	512
Cash assets at the end of the reporting period.....	17,008	11,100	17,936	2,461	302	512	607

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

(b) The impact of ceasing native forest logging on the Commission's budget has been reflected in the 2022-23 and 2023-24 years only, on the basis that the new FMP is yet to be finalised. The Commission will revise the outyears forecast based on a finalised FMP to reflect the financial impacts of ecological thinning activities as part of the 2024-25 Budget process.

(c) 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.

Racing and Wagering Western Australia

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Authority's Asset Investment Program totals \$9.4 million in 2023-24 and comprises:
 - 1.1. \$5.4 million for the development of wagering products, including investment in ICT and general plant and equipment. This spend reflects both ongoing asset replacement and necessary innovation to remain relevant in a competitive market;
 - 1.2. \$1.2 million for racing infrastructure improvements at various thoroughbred, harness, and greyhound sites throughout Western Australia, as well as minor capital works; and
 - 1.3. \$2.8 million for specific head office building improvements and building maintenance throughout the Authority.

	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
WORKS IN PROGRESS							
Business Systems and Products	24,733	22,933	-	200	1,600	-	-
Other Works	25,565	17,078	2,549	2,574	1,971	1,971	1,971
Racing Systems, Infrastructure and Minor Capital	13,628	8,828	3,143	1,200	1,200	1,200	1,200
Wagering Systems and Products	70,126	48,135	5,127	5,409	5,188	5,697	5,697
Total Cost of Asset Investment Program.....	134,052	96,974	10,819	9,383	9,959	8,868	8,868
FUNDED BY							
Internal Funds and Balances.....			10,819	9,383	9,959	8,868	8,868
Total Funding			10,819	9,383	9,959	8,868	8,868

Western Australian Greyhound Racing Association

Part 4 Jobs and Economic Development

Asset Investment Program

1. The 2023-24 Asset Investment Program consists of operational plant, equipment and fittings replacement at the Cannington and Mandurah racetracks.

	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
COMPLETED WORKS							
Cannington New Office Project	895	895	614	-	-	-	-
Plant and Equipment							
Cannington - 2022-23 Program	150	150	150	-	-	-	-
Mandurah							
2021-22 Program.....	150	150	125	-	-	-	-
2022-23 Program.....	150	150	150	-	-	-	-
NEW WORKS							
Plant and Equipment							
Cannington							
2023-24 Program.....	150	-	-	150	-	-	-
2024-25 Program.....	150	-	-	-	150	-	-
2025-26 Program.....	150	-	-	-	-	150	-
2026-27 Program.....	150	-	-	-	-	-	150
Mandurah							
2023-24 Program.....	150	-	-	150	-	-	-
2024-25 Program.....	150	-	-	-	150	-	-
2025-26 Program.....	150	-	-	-	-	150	-
2026-27 Program.....	150	-	-	-	-	-	150
Total Cost of Asset Investment Program.....	2,545	1,345	1,039	300	300	300	300
FUNDED BY							
Internal Funds and Balances.....			1,039	300	300	300	300
Total Funding			1,039	300	300	300	300

The Burswood Park Board

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Board's Asset Investment Program consists of projects that will improve and enhance the parklands for the purposes of ensuring quality public recreation and enjoyment.

	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
WORKS IN PROGRESS							
Asset Replacement Program.....	2,514	922	380	380	380	380	452
COMPLETED WORKS							
Asset Replacement - Charles Paterson Park.....	400	400	400	-	-	-	-
Master Plan							
Hydraulic Sewer.....	1,603	1,603	312	-	-	-	-
Principal Shared Path.....	2,301	2,301	2,298	-	-	-	-
Zipline Ablutions.....	300	300	300	-	-	-	-
Zipline Zone.....	227	227	227	-	-	-	-
Total Cost of Asset Investment Program.....	7,345	5,753	3,917	380	380	380	452
FUNDED BY							
Internal Funds and Balances.....			3,767	380	380	380	452
Other			150	-	-	-	-
Total Funding			3,917	380	380	380	452