

## Part 8

### Community Services

#### Introduction

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

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Communities		
– Total Cost of Services .....	3,718,306	2,654,063
– Asset Investment Program .....	493,201	545,386
Keystart Housing Scheme Trust		
– Asset Investment Program .....	2,550	1,400
Local Government, Sport and Cultural Industries		
– Total Cost of Services .....	442,197	675,246
– Asset Investment Program .....	57,089	115,703
Western Australian Sports Centre Trust		
– Total Cost of Services .....	286,128	299,028
– Asset Investment Program .....	74,373	34,101
Western Australian Institute of Sport		
– Asset Investment Program .....	143	143

Agency	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Lotteries Commission		
– Asset Investment Program .....	6,261	2,300
Metropolitan Cemeteries Board		
– Asset Investment Program .....	11,014	8,596

## Ministerial Responsibilities

Minister	Agency	Services
Minister for Finance; Commerce; Women's Interests	Communities	1. Community Services
Minister for Emergency Services; Innovation and the Digital Economy; Medical Research; Volunteering		2. Homelessness Support Services
Minister for Training; Water; Youth		3. Earlier Intervention and Family Support Services
Minister for Housing; Lands; Homelessness; Local Government		4. Preventing and Responding to Family and Domestic Violence
Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing		5. Child Protection Assessments and Investigations
Minister for Early Childhood Education; Child Protection; Prevention of Family and Domestic Violence; Community Services		6. Care Arrangements and Support Services for Children in the Chief Executive Officer's Care
Minister for Housing; Lands; Homelessness; Local Government	Communities	7. Rental Housing
		8. Home Loans
		9. Land and Housing Supply
Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing	Communities	10. Supporting People with Disability to Access Services and Participate in Their Community
		11. Living Supports and Care for People with Disability
Minister for Housing; Lands; Homelessness; Local Government	Keystart Housing Scheme Trust	n.a.
Minister for Culture and the Arts; Sport and Recreation; International Education; Heritage	Local Government, Sport and Cultural Industries	1. Cultural and Arts Industry Support
		3. Asset and Infrastructure Support Services to Client Agencies
		6. Sport and Recreation Industry Support
		7. Cultural Heritage Management and Conservation
		8. Cultural Heritage Access and Community Engagement and Education
		9. State Library Services
		10. Public Library Support
		11. Venue Management Services
		12. Collections Management, Research and Conservation Services
		13. Collections Effectively Documented and Digitised
		14. Public Sites, Public Programs and Collections Accessed On-Site
		15. Online Access to Collections, Expertise and Programs
		16. Museum Services to the Regions
Minister for Housing; Lands; Homelessness; Local Government	Local Government, Sport and Cultural Industries	2. Regulation and Support of Local Government
Minister for Education; Aboriginal Affairs; Citizenship and Multicultural Interests	Local Government, Sport and Cultural Industries	4. Regulation of the Gambling and Liquor Industries
		5. Office of the Independent Monitor (Oversight of Burswood Casino Remediation)
Minister for Environment; Climate Action; Racing and Gaming		

Minister for Culture and the Arts; Sport and Recreation; International Education; Heritage	Western Australian Sports Centre Trust	1. Deliver Training and Competition Facilities for High Performance Sport 2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences
	Western Australian Institute of Sport	n.a.
Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations	Lotteries Commission	n.a.
Minister for Housing; Lands; Homelessness; Local Government	Metropolitan Cemeteries Board	n.a.

## Division 35 Communities

### Part 8 Community Services

#### Appropriations, Expenses and Cash Assets

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 71 Net amount appropriated to deliver services <sup>(a)</sup> .....	2,140,065	2,089,883	2,342,590	1,261,820	1,183,174	1,212,608	1,245,814
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975 .....	493	494	494	494	506	519	532
Total appropriations provided to deliver services .....	2,140,558	2,090,377	2,343,084	1,262,314	1,183,680	1,213,127	1,246,346
<b>ADMINISTERED TRANSACTIONS <sup>(a)</sup></b>							
Item 72 Amount provided for Administered Grants, Subsidies and Other Transfer Payments .....	-	-	-	1,297,846	1,265,358	1,264,788	1,265,474
<b>CAPITAL</b>							
Item 141 Capital Appropriation .....	107,813	281,006	251,351	222,172	162,733	118,747	90,829
<b>TOTAL APPROPRIATIONS .....</b>	<b>2,248,371</b>	<b>2,371,383</b>	<b>2,594,435</b>	<b>2,782,332</b>	<b>2,611,771</b>	<b>2,596,662</b>	<b>2,602,649</b>
<b>EXPENSES</b>							
Total Cost of Services <sup>(a)</sup> .....	3,150,339	3,298,098	3,718,306	2,654,063	2,509,099	2,523,859	2,471,124
Net Cost of Services <sup>(b)</sup> .....	2,538,095	2,710,228	3,094,472	2,001,359	1,836,753	1,853,297	1,801,856
<b>CASH ASSETS <sup>(c)</sup> .....</b>	<b>258,832</b>	<b>95,132</b>	<b>235,185</b>	<b>63,956</b>	<b>98,327</b>	<b>150,404</b>	<b>227,639</b>

(a) National Disability Insurance Scheme (NDIS) contribution funding from 2023-24 onwards is now reflected as administered transactions. The Total Cost of Services from 2023-24 onwards does not include the NDIS contributions.

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

(c) As at 30 June each financial year.

#### Spending Changes

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

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>Election Commitments</b>					
Family and Domestic Violence (FDV) Commissioning Broome Hub .....	-	4,927	3,650	3,909	3,859
Safety and Security Rebate Additional Resourcing .....	-	351	359	-	-
<b>New Initiatives</b>					
Australian Disability Enterprises .....	4,000	-	-	-	-
Disaster Recovery Assistance Package for Ex-Tropical Cyclone Ellie .....	9,440	24,400	420	-	-
Establishing Keystart as a Government Trading Enterprise .....	-	154	159	-	-
Kimberley Housing and Orphan Roads Recovery <sup>(a)</sup> .....	-	-	-	-	-
Mental Health Awareness, Respect and Safety Program .....	100	-	-	-	-
Nationality Disability Data Asset .....	80	-	3,840	-	-
Respect in Mining Initiative .....	200	-	-	-	-
Unsupervised Children in Northbridge Policy - Youth Beat .....	739	-	-	-	-
Western Australia Seniors Strategy .....	-	620	870	250	250

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>Ongoing Initiatives</b>					
Aboriginal Community Connectors Program .....	-	7,455	7,688	7,852	8,094
Aboriginal Short Stay Accommodation					
Perth .....	434	130	-	-	-
Geraldton .....	-	-	2,300	2,512	3,508
Child Protection - Delivery of Services .....	38,091	13,187	18,078	7,397	29,223
Civil Litigation Claim Costs .....	4,354	-	-	-	-
Community Housing - Crisis Accommodation .....	2,010	(415)	783	-	-
East Perth Common Ground .....	-	-	1,341	2,474	3,092
Election Commitment - Criminal Law (Mental Impairment) Reforms .....	-	752	-	-	-
Enhanced FDV Response Team Model .....	-	2,107	3,359	5,566	5,326
Establishment of Office of Homelessness .....	414	855	863	874	890
Extension Koort Boodja Homelessness Response .....	-	1,428	-	-	-
FDV Initiatives					
FDV Commissioning					
Kalgoorlie Hub .....	-	-	2,071	2,071	2,071
Mirrabooka Hub .....	-	909	2,093	2,093	2,093
FDV Refuge and Safe House Sustainability .....	-	4,385	4,501	4,621	4,743
FDV Response Teams - Coordinated Response Services .....	-	3,447	-	-	-
Respectful Relationships .....	218	218	218	218	218
Housing and Homelessness Investment Package - New Builds .....	(368)	(445)	-	-	-
METRONET Social and Affordable Housing and Jobs Package .....	(5)	(949)	188	-	-
National Partnership Agreement - Family Domestic and Sexual Violence Responses .....	22,605	-	-	-	-
North West Aboriginal Housing Fund					
East Kimberley Transitional Housing Program .....	111	(384)	(122)	21	368
Fitzroy Crossing .....	-	-	1,265	904	353
Hedland Transitional Housing .....	(606)	(220)	(244)	(146)	-
Yindjibarndi Ganallili .....	2,513	1,717	-	-	-
Yura Yungi .....	(1,083)	2,408	-	-	-
Out-of-Home Care Commissioning .....	2,900	6,110	-	-	-
Parenting Community Funding .....	539	551	563	575	588
Perth Homelessness Services .....	751	250	250	-	-
Regional Renewal Program .....	935	960	-	-	-
Remote Aboriginal Communities .....	(7,275)	(24,845)	1,028	4,179	-
Seniors Cost of Living Rebate .....	-	1,161	2,922	4,802	6,748
Social Housing Economic Recovery Package - New Builds .....	31,132	1,839	5,357	5,147	1,000
Social Housing Strategy					
DevelopmentWA .....	1,081	4,637	(855)	(18,646)	-
South West Native Title .....	(431)	221	226	225	-
State Welfare Incident Coordination Centre .....	2,834	5,704	5,604	5,390	5,462
Target 120 Extension .....	(3,014)	3,821	10,901	-	-
Test Isolation Payment Scheme .....	(1,875)	-	-	-	-
Water Wise Project .....	550	-	-	-	-
<b>Other</b>					
2023-24 Tariffs, Fees and Charges .....	100	231	186	182	206
Adjustment to Repayment of Borrowings and Commonwealth Debt .....	2,882	1,435	(125)	(47)	(591)
Cost Allocation Model .....	-	550	-	-	-
District Allowance .....	(266)	(266)	(266)	(266)	-
Government Office Accommodation .....	5,375	5,252	5,243	5,235	5,717
Government Regional Officer Housing .....	4,553	28,508	5,379	5,571	5,355
Government Regional Officer Housing Transformation .....	-	533	536	-	-
National Housing and Homelessness Agreement .....	4,091	-	-	-	-
NDIS Participants <sup>(b)</sup> .....	157,371	284,000	242,000	205,000	162,000
Non-Government Human Services Sector Indexation .....	3,188	3,026	3,073	3,241	3,287
Public Sector Wages Policy .....	48,776	42,102	55,227	71,145	73,816
Resources Received Free of Charge .....	2,633	2,633	2,633	2,633	2,633
RiskCover Fund Insurance Premiums .....	4,372	9,494	-	-	-
Salaries and Allowances Tribunal .....	-	-	12	25	38
Social Housing Investment Program Royalties for Regions Refund .....	1,008	-	-	-	-
State Fleet Policy and Procurement Initiatives .....	289	447	483	472	472
Transfer of NDIS Contribution to Administered Expenditure <sup>(b)</sup> .....	-	(1,297,846)	(1,265,358)	(1,264,788)	(1,265,474)

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

(b) NDIS contribution funding from 2023-24 onwards is now reflected as Administered Transactions. The Total Cost of Services from 2023-24 onwards does not include the NDIS contributions.

## Significant Issues Impacting the Agency

### Social Housing and Homelessness

1. The Government has continued its investment to improve social housing and homelessness services with an additional \$450 million to top up the Social Housing Investment Fund, which will deliver around 700 additional dwellings. This investment increases the Government's commitment to the delivery of an additional 4,000 social housing dwellings and to provide maintenance and refurbishment to thousands more homes.
2. There have been several supply-side challenges caused by COVID-19, including a heated construction market. This includes supply chain challenges in sourcing construction materials.
3. Disaster recovery responses have also seen the redirection of material and resources, challenging smaller scale social housing delivery.
4. Despite these market conditions, since 1 July 2021, the Department was able to deliver more than 1,100 social homes which have been added to the State's public housing stock.
5. To achieve this milestone the Department expanded its spot purchase program, created a new panel contract for builders, partnered with the community housing sector through new build and refurbishment grants, and continues to use alternative building methods and materials to reduce a reliance on materials and trades that are in short supply. The spot purchase program will continue to be reviewed as housing market conditions change over time.
6. Guided by All Paths Lead to a Home: Western Australia's 10-year Strategy on Homelessness, the Government is boosting its spending on homelessness intervention services, including through a new funding provision totalling \$49 million (with \$46 million funded from the Social Housing Investment Fund) for the implementation of a Regional Supportive Landlord Model. The regional service is proposed to complement the roll-out of the Supportive Landlord Model in Perth, Peel and Bunbury to assist and transition rough sleepers to social housing.

### Fitzroy Floods Management

7. The State and Commonwealth Governments are providing \$34.3 million to support recovery efforts in the Kimberley and the provision of temporary accommodation following ex-Tropical Cyclone Ellie.
8. The Department is responsible for leading the State's social recovery from the Kimberley floods and will continue to support vulnerable cohorts and services to promote recovery.
9. The Kimberley floods have impacted communities along the Fitzroy River Valley, including Aboriginal communities and pastoral properties.
10. The Kimberley floods have damaged 121 dwellings (91 Department owned or managed, and 30 Department of Planning, Lands and Heritage managed) that will require minor works, refurbishment, or demolish and rebuild works to return to service.
11. The floods caused major damage to informal internal and access roads in the Fitzroy Valley. These are roads that do not have any acknowledgement of ownership by any local, State or Commonwealth Government agency.
12. The Department is currently establishing temporary accommodation options to support any impacted residents whilst they are unable to return to their homes. Planning is also underway to refurbish or rebuild flood damaged dwellings owned or managed by the Department.
13. The Department is working with residents, community elders, local stakeholders and other government departments to ensure the ongoing supports provided are culturally responsive.

### Closing the Gap

14. Key focus areas for the Department within the National Agreement on Closing the Gap include early childhood education, appropriate and affordable housing, ensuring Aboriginal children are not over-represented in the child protection system, and ensuring Aboriginal families and households are safe.

### **Children in Care and Early Intervention Services**

15. The Department directly provides services, as well as funds services, to prevent children entering care and to care for those who need to enter into care. Between 2020-21 and 2021-22, the total number of children in care has reduced by 2.8%. The increased investment in earlier intervention and family support services has supported this outcome, including:
  - 15.1. The Aboriginal In-Home Support Service and Intensive Family Support Services, which are culturally responsive programs designed to assist Aboriginal families where children are at imminent risk of entering care, and support reunification where children are currently in care.
  - 15.2. Family Support Networks, which are delivered in partnership with Aboriginal Community Controlled Organisations (ACCOs), provide a common entry point to services and deliver earlier, targeted support to families experiencing complex issues and those most vulnerable to involvement with the child protection system.
  - 15.3. Target 120 works across local organisations and service providers, government agencies and the community to support young people and their families who are at risk of becoming repeat offenders, by connecting them with tailored services and supports.
  - 15.4. The Department is focused on reducing the number of children in care, particularly Aboriginal children, and providing culturally appropriate care arrangements. The establishment of ACCOs into the out of home care sector is a critical part of the Government's reform agenda and will support the Department to fulfill the Aboriginal and Torres Strait Islander Child Placement Principles.
16. The limited availability of care arrangements with Aboriginal carers or relatives, as well as complex factors that must be considered with care arrangement decision-making availability, continue to impact the Department's ability to fulfill the Aboriginal and Torres Strait Islander Child Placement Principle. The Department has extended existing out of home care service agreements into 2023-24 while reform progresses, and is acquiring 19 additional properties to support reforms.

### **Prevention of FDV**

17. Initiatives and investment continue to seek to prevent and address FDV in the Western Australian community, including its disproportionate impact on Aboriginal people and families.
18. The Government has boosted funding for the prevention of family and domestic violence by \$52.5 million over the forward estimates period. This includes additional funding for:
  - 18.1. refuges and safe houses to address sustainability of services;
  - 18.2. the Kalgoorlie and Mirrabooka hubs to enable continuation of these important services beyond June 2024;
  - 18.3. establishment of the new Broome one-stop hub;
  - 18.4. extended Coordinated Response Services to work with the Western Australia Police Force in the Family and Domestic Violence Response Teams; and
  - 18.5. respectful relationships initiatives and to support culturally responsive practice.
19. Commonwealth funding provided to States and Territories via the National Partnership Agreement on Family, Domestic and Sexual Violence was due to cease in 2022-23, however an extension is under negotiation.

### **Disability Services - NDIS Review and Full Scheme Bilateral Negotiations**

20. The Government supports the NDIS and recognises it is improving the lives of Western Australian participants, and their families and carers.
21. The future of the NDIS in Western Australia will be shaped by the 2023 NDIS Review, due to report in October 2023, and negotiations of a future NDIS full scheme Bilateral Agreement.



22. The additional impact on State finances over the forward estimates period will be determined by the outcome of bilateral negotiations between the State and the Commonwealth Government on its full scheme entry and the 2023 NDIS Review.

### **Seniors and Ageing**

23. Western Australia's population is ageing. In 2021, people 65 years and older made up 16.1% of the State's population, an increase from 14% in 2016. The State's older population has diverse needs, depending on age, health status, disability status, employment, cultural background, residential location, and other factors which impact marginalised groups of older people.
24. The Government is investing \$2 million over the forward estimates period, which includes:
  - 24.1. \$750,000 to extend the existing Seniors Peak Body service contract;
  - 24.2. \$500,000 to support the Age-friendly Communities Social Connectivity Grants Program;
  - 24.3. \$340,000 to develop more accessible information to approve awareness of existing services and concessions available to seniors; and
  - 24.4. \$400,000 for an advertising campaign to raise awareness of ageism.
25. The Department has developed its first senior strategy, 'An Age-Friendly WA: State Seniors Strategy 2023-2033'. The Strategy provides a cohesive single vision so that Western Australian seniors feel valued, safe, and empowered to lead happy and fulfilling lives in age-friendly communities.

### **Workforce**

26. Challenges associated with skill shortages and labour market tightness to fill vacancies and retain frontline workers continue to be faced. The Department is undertaking a range of strategies and incentives to address these challenges including through international and interstate recruitment campaigns. Advertising across national and international platforms aims to entice qualified candidates to apply for frontline roles within the Department.
27. Commissioner's Instruction 39: Interim Arrangements to Fill Public Sector Vacancies has provided greater flexibility across the broader public sector, which has enabled the Department to expedite selection and appointment processes, assisting with recruiting pivotal frontline positions. Further, Commissioner's Instruction 38: Temporary Regional Attraction and Retention Incentives provides additional opportunity for the Department to address workforce challenges.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

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

## Service Summary

Expense	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. Community Services .....	203,504	210,358	244,272	238,414	211,056	217,062	235,614
2. Homelessness Support Services .....	75,199	83,638	86,356	74,532	69,606	69,543	72,772
3. Earlier Intervention and Family Support Services .....	94,658	98,583	103,424	108,507	110,870	105,694	112,892
4. Preventing and Responding to FDV .....	89,555	73,658	108,216	84,524	85,399	89,199	88,980
5. Child Protection Assessments and Investigations .....	99,056	98,367	102,721	99,857	99,857	99,230	101,089
6. Care Arrangements and Support Services for Children in the CEO's Care .....	528,511	508,077	545,571	549,096	564,819	584,551	587,540
7. Rental Housing .....	842,762	1,013,986	1,028,390	1,046,723	945,482	930,113	834,023
8. Home Loans .....	40,858	68,218	159,291	156,490	140,420	148,636	158,962
9. Land and Housing Supply .....	61,506	69,307	55,250	161,658	141,260	141,301	140,393
10. Supporting People with Disability to Access Services and Participate in Their Community .....	53,679	68,681	46,528	45,101	46,495	45,856	45,922
11. Living Supports and Care for People with Disability .....	104,296	58,944	92,652	89,161	93,835	92,674	92,937
12. NDIS Contributions <sup>(a)</sup> .....	956,755	946,281	1,145,635	-	-	-	-
<b>Total Cost of Services .....</b>	<b>3,150,339</b>	<b>3,298,098</b>	<b>3,718,306</b>	<b>2,654,063</b>	<b>2,509,099</b>	<b>2,523,859</b>	<b>2,471,124</b>

(a) Represents cash payments to the National Disability Insurance Agency and reflects the State's cash contribution only. NDIS contribution funding from 2023-24 onwards is now reflected as administered transactions. The Total Cost of Services from 2023-24 onwards do not include the NDIS contributions.

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
<b>Outcome: Access to quality services that enables active participation in the Western Australian community by individuals and families:</b>					
Percentage of assessed early childhood education and care services that met or exceeded national standards .....	80%	75%	75%	75%	1
The take-up rate of Seniors Card .....	94%	94%	93%	95%	
Proportion of Working with Children Cards issued within 30 days of lodgement where the applicant had no criminal record .....	98%	98%	98%	98%	
Proportion of decisions finalised within 60 days where the applicant for a Working with Children Card had a criminal record .....	97%	97%	97%	97%	
<b>Outcome: Families and individuals experiencing FDV, homelessness or other crises are assisted to build their capabilities and be safe:</b>					
Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period .....	89%	88%	90%	90%	
Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion .....	86%	90%	88%	90%	
Percentage of departmental clients who were assessed and received a response as a result of a FDV incident and did not require another FDV-related response within 12 months .....	75%	80%	74%	80%	2
<b>Outcome: Children and young people needing protection are safe from abuse and harm:</b>					
Improved safety:					
Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm .....	92%	95%	92%	95%	
Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated .....	95%	95%	95%	95%	
<b>Outcome: Children and young people in the CEO's care receive a high quality of care and have much improved life outcomes:</b>					
Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle ....	65%	80%	65%	80%	3
Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes .....	73%	90%	86%	90%	4
<b>Outcome: Affordable housing options are available to eligible Western Australians:</b>					
Responsiveness - Total housing assistances provided relative to the public rental waiting list .....	0.50	0.45	0.34	0.37	5
Waiting times for accommodation - Applicants housed:					
Average (weeks) .....	116	115	129	130	6
Median (weeks) .....	81	75	100	103	6
<b>Outcome: Life is enhanced for people with disability in the Western Australian community:</b>					
Proportion of quality evaluations which met national standards <sup>(b)</sup> .....	n.a.	n.a.	n.a.	n.a.	
Percentage of service users who achieved their individual plan outcomes ....	80%	80%	72%	75%	7
Proportion of the population in need who received services <sup>(b)</sup> .....	n.a.	n.a.	n.a.	n.a.	
Proportion of service users who achieved community participation outcomes .....	72%	73%	68%	70%	8

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

(b) Data for this key effectiveness indicator is collected from external disability service providers. From 2020-21, the majority of State-funded clients and services had transitioned to the NDIS and the Department has been exempted from reporting on this indicator.

## Explanation of Significant Movements

(Notes)

1. The movement between the 2021-22 Actual and 2022-23 Estimated Actual reflects the focus on completing more assessments and ratings on services that were rated under the previous 2012 National Quality Standard, new services or services previously rated lower than meeting the new standards, rather than reassessing those services that were already meeting and exceeding the standards.
2. The movement between the 2022-23 Estimated Actual and 2022-23 Budget is reflective of the complex nature of family and domestic violence, compounded by experiencing increased impacts from the prolonged COVID-19 pandemic.
3. The limited availability of care arrangements with Aboriginal carers or relatives, as well as complex factors that must be considered with care arrangement decision-making continue to impact the Department's ability to fulfill the Aboriginal and Torres Strait Islander Child Placement Principle. The Western Australian results published in the 2023 Report on Government Services are better than other similar demographic jurisdictions and are similar to the national performance. The Department continues to work hard to identify and increase the number of culturally appropriate care arrangement options for Aboriginal children in care, through consultations with Aboriginal Representative Organisations and reinforcing the placement principle within the *Children and Community Services Act 2004*.
4. The movement between the 2021-22 Actual and 2022-23 Estimated Actual is a significantly improved performance and can be attributed to the introduction of a new governance structure to oversee when a care plan is not completed within 12 months.
5. The movement between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual reflects the significant reduction in numbers of both bond assistance loans and new Keystart home loans approved in 2022-23. Escalating costs for private rentals have adversely impacted demand for bond assistance loans. The numbers of new home loans were also significantly lower in 2022-23 as consumer confidence was impacted by high inflation and rising interest rates. Changes to the Bond Assistant Loans Scheme to be implemented during 2023 may stimulate demand in the future, however the issuing of new home loans may continue to be subdued throughout 2023-24.
6. The movement between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual reflects the impact on wait times in 2022-23. Continuing declines in affordable housing options led to increased wait list demand that outpaced public housing availability.
7. The 2022-23 Estimated Actual result is lower than both the 2022-23 Budget and 2021-22 Actual. Plan outcomes were compromised in 2022-23 due to sector capacity constraints and a reduction in the number of Department contracted providers. In addition, delays experienced in services being delivered and extensive waitlists, especially for therapy and behaviour support intervention, resulted in strategies not being implemented or met. Extensive waitlists presented further challenges for individuals accessing disability related supports and created barriers to plan outcomes being achieved.
8. The 2022-23 Estimated Actual is lower than both the 2022-23 Budget and 2021-22 Actual. Sector capacity issues have prevented people achieving community participation outcomes. In some cases, organisations have withdrawn part way through plans due to challenges with recruitment and retention of staff. In addition, individuals were also prevented from safely accessing the community due to COVID-19 restrictions.

## Services and Key Efficiency Indicators

### 1. Community Services

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 203,504	\$'000 210,358	\$'000 244,272	\$'000 238,414	1
Less Income .....	16,482	15,822	15,744	15,134	
Net Cost of Service .....	187,022	194,536	228,528	223,280	
<b>Employees (Full-Time Equivalents) .....</b>	<b>411</b>	<b>456</b>	<b>488</b>	<b>511</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost per licenced childcare service for regulation and support <sup>(a)</sup> .....	\$7,511	\$9,369	\$10,140	\$10,034	1
Average management cost per Seniors Card <sup>(b)</sup> .....	\$8.76	\$6.16	\$8.47	\$6.96	3
Average cost per Working with Children Card application processed <sup>(c)</sup> .....	\$38	\$38	\$39	\$39	

(a) The number of licensed childcare services for regulation and support for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 1,317, 1,412, 1,366 and 1,442 respectively.

(b) The number of Seniors Card applications for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 404,976, 400,023, 406,265 and 416,109 respectively.

(c) The number of Working with Children Card applications for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 146,193, 150,000, 150,000 and 150,000 respectively.

### Explanation of Significant Movements

(Notes)

1. The movement between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual mostly reflects additional expenditure in 2022-23 associated with disaster response and recovery, the establishment of the interim enhanced model to respond to State-wide hazards, and the delivery of essential and municipal services in remote Aboriginal communities.
2. The increase in full-time equivalents (FTEs) from the 2021-22 Actual to 2022-23 Estimated Actual reflects additional resources to support disaster response and recovery, the establishment of the interim enhanced model to respond to State-wide hazards and to accommodate the increased demand for NDIS Worker Screening applications.
3. The movement between the 2022-23 Budget and 2022-23 Estimated Actual against the 2023-24 Budget reflects an increase in expenditure associated with the migration of the Western Australian Seniors Card Microsoft Dynamics application to the cloud environment in 2022-23.

## 2. Homelessness Support Services

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	75,199	83,638	86,356	74,532	1
Less Income .....	29,243	29,391	31,105	23,723	
Net Cost of Service .....	45,956	54,247	55,251	50,809	
<b>Employees (Full-Time Equivalents) .....</b>	<b>16</b>	<b>18</b>	<b>24</b>	<b>24</b>	
<b>Efficiency Indicators</b>					
Average cost per homelessness support service client.....	\$4,296	\$4,647	\$4,885	\$4,384	1

### Explanation of Significant Movements

(Notes)

1. The movement between the 2021-22 Actual and 2022-23 Estimated Actual is primarily due to increases in expenditure associated with the Homeless Engagement, Assessment Response Team (HEART), Koort Boodja and the Department of Communities commissioning plan, associated with addressing funding shortfalls in homelessness program budgets.

## 3. Earlier Intervention and Family Support Services

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	94,658	98,583	103,424	108,507	1
Less Income .....	2,060	375	296	280	
Net Cost of Service .....	92,598	98,208	103,128	108,227	
<b>Employees (Full-Time Equivalents) .....</b>	<b>333</b>	<b>384</b>	<b>382</b>	<b>384</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost per earlier intervention and family support case <sup>(a)</sup> .....	\$7,706	\$7,824	\$8,299	\$8,833	

(a) The number of cases for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 12,283, 12,600, 12,462 and 12,284 respectively.

### Explanation of Significant Movements

(Notes)

1. The movement between the 2021-22 Actual and 2022-23 Estimated Actual is mainly associated with additional Target 120 sites being implemented. The movement between the 2022-23 Budget and 2022-23 Estimated Actual is associated with additional costs in delivering child protection services.
2. The increase in full-time equivalents (FTEs) from the 2021-22 Actual to 2022-23 Estimated Actual reflects additional resources to support the increased demand for child protection services.

#### 4. Preventing and Responding to FDV

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	89,555	73,658	108,216	84,524	1
Less Income .....	26,381	21,376	45,996	17,271	
Net Cost of Service .....	63,174	52,282	62,220	67,253	
<b>Employees (Full-Time Equivalents) .....</b>	<b>41</b>	<b>52</b>	<b>52</b>	<b>66</b>	
<b>Efficiency Indicators</b>					
Average cost per family and domestic violence case <sup>(a)</sup> .....	\$5,075	\$4,150	\$5,481	\$4,434	1

(a) The number of cases for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 17,645, 17,750, 19,744 and 18,700 respectively.

#### Explanation of Significant Movements

(Notes)

1. The movement between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual reflects an increase in expenditure associated with the National Partnership Agreement relating to Family Domestic and Sexual Violence Responses. The movement between 2022-23 Estimated Actual and 2023-24 Budget Target is associated with the cessation of the National Partnership Agreement, which supports the Government's response to Family, Domestic and Sexual Violence.

#### 5. Child Protection Assessments and Investigations

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	99,056	98,367	102,721	99,857	1
Less Income .....	3,376	578	458	435	
Net Cost of Service .....	95,680	97,789	102,263	99,422	
<b>Employees (Full-Time Equivalents) .....</b>	<b>525</b>	<b>614</b>	<b>612</b>	<b>613</b>	
<b>Efficiency Indicators</b>					
Average cost per child involved in child protection cases <sup>(a)</sup> .....	\$6,018	\$5,786	\$6,042	\$5,874	

(a) The number of cases for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 16,461, 17,000, 17,000 and 17,000 respectively.

#### Explanation of Significant Movements

(Notes)

1. The movement between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual is mainly related to additional expenditure associated with the Historical Institutional Abuse in Care civil litigation settlement and legal costs, and additional costs allocated as part of the cost and demand model. The variance between the 2021-22 Actual and the 2022-23 Estimated Actual is due to additional expenditure associated with additional costs in delivering child protection services.



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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 528,511	\$'000 508,077	\$'000 545,571	\$'000 549,096	1
Less Income .....	9,651	2,010	1,565	1,536	
Net Cost of Service .....	518,860	506,067	544,006	547,560	
<b>Employees (Full-Time Equivalents) .....</b>	<b>1,475</b>	<b>1,646</b>	<b>1,643</b>	<b>1,646</b>	
<b>Efficiency Indicators</b>					
Average cost per day of a foster care arrangement <sup>(a)</sup> .....	\$172	\$169	\$178	\$176	
Average cost per day of a residential-based care arrangement <sup>(b)</sup> .....	\$1,922	\$1,999	\$2,553	\$2,362	1
Average cost per day of an exceptionally complex needs care arrangement <sup>(c)</sup> .....	\$1,946	\$1,652	\$1,661	\$1,450	2
Average cost per day of a secure care arrangement <sup>(d)</sup> .....	\$10,119	\$7,513	\$11,419	\$11,001	3
Average cost per day to plan for and support a child in the CEO's care <sup>(e)</sup> ....	\$79	\$68	\$78	\$78	4

(a) The number of days in foster care arrangements for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 1,581,340, 1,600,000, 1,600,000 and 1,600,000 respectively.

(b) The number of residential-based care arrangements for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 32,525, 34,000, 27,809 and 32,000 respectively.

(c) The number of days of exceptionally complex needs care arrangements for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 11,338, 13,000, 13,008 and 15,000 respectively.

(d) The number of days of secure care arrangements for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 659, 850, 587 and 650 respectively.

(e) The number of days in the CEO's care for the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target are 1,888,940, 1,900,000, 1,900,000 and 1,900,000 respectively.

### Explanation of Significant Movements

(Notes)

1. The movement between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual is associated with additional expenditure in managing residential-based care services.
2. The movement between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual is due to successive increases in high needs placements, noting that the anticipated number of placements have increased while funding has remained steady.
3. The movement between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual mainly reflects additional cost of managing secure care due to pressures of COVID-19, continuing into 2022-23.
4. The movement between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual is mainly related to additional expenditure associated with additional costs in delivering child protection services.

## 7. Rental Housing

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	842,762	1,013,986	1,028,390	1,046,723	1
Less Income .....	408,327	435,968	453,207	422,852	
Net Cost of Service .....	434,435	578,018	575,183	623,871	
<b>Employees (Full-Time Equivalents) .....</b>	<b>1,491</b>	<b>1,493</b>	<b>1,452</b>	<b>1,534</b>	
<b>Efficiency Indicators</b>					
Average operating cost per public rental property .....	\$15,947	\$19,015	\$19,047	\$18,789	2
Average operating cost per GROH rental property .....	\$13,583	\$13,621	\$14,257	\$14,555	

### Explanation of Significant Movements

(Notes)

1. The movement between the 2022-23 Estimated Actual and the 2021-22 Actual is due to the maintenance carryover from 2021-22, increased maintenance requirements for ageing properties, and increased grants payments in 2022-23 to deliver dwellings under the Social Housing Economic Recovery Package (SHERP). Furthermore, the increase in the Remote Communities program is due to carryover from 2021-22 for factors such as trades, and accessibility issues causing delays to upgrade works. The variation between the 2023-24 Budget and 2022-23 Estimated Actual is due to the pause on the rental properties sales program, to maintain social housing stock numbers to address the current waitlist.
2. The movement between the 2022-23 Estimated Actual and the 2021-22 Actual is due to the maintenance carryover from 2021-22, increased maintenance requirements for ageing properties, and increased grants payments in 2022-23 to deliver dwellings under SHERP.

## 8. Home Loans

Enabling the financing of home ownership for eligible applicants.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	40,858	68,218	159,291	156,490	1
Less Income .....	4,704	4,323	28,740	17,138	
Net Cost of Service .....	36,154	63,895	130,551	139,352	
<b>Employees (Full-Time Equivalents) .....</b>	<b>26</b>	<b>26</b>	<b>25</b>	<b>27</b>	
<b>Efficiency Indicators</b>					
Average operating cost per current loan account.....	\$802	\$3,390	\$4,437	\$4,679	2

## Explanation of Significant Movements

(Notes)

1. The movements between the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target largely reflect the level of Keystart borrowings and current cash rates.
2. The movement between the 2021-22 Actual, 2022-23 Budget and 2022-23 Estimated Actual are mainly due to a reduction in current loans, driven by lower volumes of approvals and higher levels of discharges as Keystart customers refinance, supported by increased property prices. This refinance activity is expected to continue into 2023-24. The variance between the 2022-23 Estimated Actual and the 2021-22 Actual is due to the reduction in bad debts and credit loss seen in 2021-22.

## 9. Land and Housing Supply

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	61,506	69,307	55,250	161,658	1
Less Income .....	56,203	46,961	14,737	112,589	1
Net Cost of Service .....	5,303	22,346	40,513	49,069	
<b>Employees (Full-Time Equivalents) .....</b>	<b>114</b>	<b>116</b>	<b>111</b>	<b>121</b>	
<b>Efficiency Indicators</b>					
Average operating cost per lot developed <sup>(a)</sup> .....	n.a.	n.a.	n.a.	n.a.	
Average operating cost per property sold .....	\$125,502	\$73,960	\$210,208	\$204,010	2

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

## Explanation of Significant Movements

(Notes)

1. The movements between the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target largely reflect costs and revenue fluctuations associated with the Department's focus on repurposing current housing stock, in recognition of pressures in the Western Australian housing market and pending a policy review of the future of Communities' Affordable Housing Sales Program.
2. The movement between the 2022-23 Estimated Actual, the 2021-22 Actual and the 2022-23 Budget is associated with the Department's focus on repurposing existing housing stock, in recognition of pressures in the Western Australian housing market and pending a policy review of the future of Communities' Affordable Housing Sales Program.

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	53,679	68,681	46,528	45,101	1
Less Income .....	4,957	61	251	28	2
Net Cost of Service .....	48,722	68,620	46,277	45,073	
<b>Employees (Full-Time Equivalents) .....</b>	<b>122</b>	<b>120</b>	<b>120</b>	<b>120</b>	
<b>Efficiency Indicators</b>					
Proportion of individual plans commenced within the required timeframe.....	91%	93%	90%	90%	
Average cost per service activity for community participation for people with disability <sup>(a)</sup> .....	n.a.	n.a.	n.a.	n.a.	

(a) Data for this efficiency indicator is collected from external disability service providers. From 2020-21, the majority of State-funded clients and services had transitioned to the NDIS and the Department has been exempted from reporting on this indicator.

### Explanation of Significant Movements

(Notes)

1. The movement between the 2021-22 Actual and 2022-23 Estimated Actual mainly reflect the transition of State clients to the Commonwealth-administered NDIS, which has resulted in reduced expenditure and income on State-administered disability service supports. The movement between the 2022-23 Budget and 2022-23 Estimated Actual mainly reflects the demand in services for non-NDIS functions, based on the needs of participants, and a reallocation of indirect costs based on these demands. The movement between the 2022-23 Estimated Actual and 2023-24 Budget Target reflects the ongoing non-NDIS functions that will be provided by the State.
2. The movements between the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target reflects the expected recoup from the Commonwealth for accommodation provided services for Supported Independent Living (SIL) packages. The recoups are dependent on the Commonwealth's NDIS pricing arrangement for NDIS individual packages and the number of participants. Since 2021-22, both of these factors have reduced, with the former, having a significant reduction since the NDIS pricing arrangement was determined during the transition period. There will be a further review of the SIL packages during 2023-24 and the budget will be adjusted accordingly to reflect the expected receipts from the Commonwealth Government.

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	104,296	58,944	92,652	89,161	1
Less Income .....	50,860	31,005	31,735	41,718	2
Net Cost of Service .....	53,436	27,939	60,917	47,443	
<b>Employees (Full-Time Equivalents) .....</b>	<b>567</b>	<b>656</b>	<b>656</b>	<b>656</b>	
<b>Efficiency Indicators <sup>(a)</sup></b>					
Average cost per service activity for community living support for people with disability .....	n.a.	n.a.	n.a.	n.a.	
Average cost per service activity for independent living support for people with disability .....	n.a.	n.a.	n.a.	n.a.	
Average cost per service activity for therapy and specialised care for people with disability .....	n.a.	n.a.	n.a.	n.a.	
Average cost per service activity for residential services for people with disability .....	n.a.	n.a.	n.a.	n.a.	

(a) Data for this efficiency indicator is collected from external disability service providers. From 2020-21, the majority of State-funded clients and services had transitioned to the NDIS and the Department has been exempted from reporting on this indicator.

### Explanation of Significant Movements

(Notes)

- The movement between the 2021-22 Actual and 2022-23 Estimated Actual mainly reflects the transition of State clients to the Commonwealth-administered NDIS, which has resulted in reduced expenditure and income on State-administered disability service supports. The movement between the 2022-23 Budget and 2022-23 Estimated Actual mainly reflects the demand in services for non-NDIS functions, based on the needs of participants, and a reallocation of indirect costs based on these demands. The movement between the 2022-23 Estimated Actual and 2023-24 Budget Target reflects the ongoing non-NDIS functions that will be provided by the State.
- The movements between the 2021-22 Actual, 2022-23 Budget, 2022-23 Estimated Actual and 2023-24 Budget Target reflects the expected recoup from the Commonwealth for accommodation provided services for Supported Independent Living (SIL) packages. The recoups are dependent on the Commonwealth's NDIS pricing arrangement for NDIS individual packages and the number of participants. Since 2021-22, both of these factors have reduced, with the former, having a significant reduction since the NDIS pricing arrangement was determined during the transition period. There will be a further review of the SIL packages during 2023-24 and the budget will be adjusted accordingly to reflect the expected receipts from the Commonwealth.

### Asset Investment Program

- The Department's Asset Investment Program is \$1.5 billion. Significant capital investments include:
  - more than \$923.2 million of capital investment from 2023-24 to 2026-27 to increase and renew public housing, homelessness, and crisis accommodation across Western Australia, including through the:
    - Government's Social Housing Economic Recovery Package;
    - Housing and Homelessness Investment Package;
    - Social Housing Strategy Package; and
    - Aboriginal Short Stay Accommodation Facilities; and
  - capital investment of \$134.6 million from 2023-24 to 2026-27 into GROH.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Aboriginal Short Stay Accommodation							
East Kimberley .....	21,013	1,490	1,268	3,740	11,565	4,218	-
Geraldton .....	27,811	1,878	1,499	17,091	8,842	-	-
Perth .....	30,545	6,580	1,309	4,759	9,660	9,546	-
Building Minor Works .....	5,653	3,741	500	1,412	-	500	-
Computer Hardware and Software Program .....	19,695	12,403	1,698	1,698	1,698	1,698	2,198
Crisis Accommodation Program .....	75,712	26,054	21,865	1,504	13,014	13,602	21,538
Goodstart Shared Equity Program .....	52,458	16,911	9,001	6,792	7,785	9,028	11,942
Government Regional Officer Housing Program .....	215,747	81,139	47,194	40,000	28,711	32,776	33,121
Holding Costs Program .....	593	97	97	124	124	124	124
Housing and Homelessness Investment Package							
Common Ground							
Mandurah .....	28,115	3,115	1,415	1,000	13,000	11,000	-
Perth .....	70,952	5,634	1,995	27,360	37,857	101	-
New Social Housing Builds .....	99,324	72,836	37,157	25,214	1,274	-	-
Shared Equity .....	20,891	5,934	461	549	3,067	5,000	6,341
Investment into New Social Housing .....	959,201	288,257	183,228	254,231	148,972	138,013	129,728
Land							
Acquisition Program .....	357,054	132,120	56,285	59,880	55,018	55,018	55,018
Redevelopment Program .....	9,876	356	-	9,520	-	-	-
Urban Renewal .....	7,563	3,688	400	1,300	400	2,175	-
METRONET Social and Affordable Housing and Jobs							
Package .....	116,716	76,802	15,345	24,020	9,324	4,229	2,341
North West Aboriginal Housing Fund							
Fitzroy Crossing Aboriginal Housing Program .....	18,648	1,910	1,910	1,428	4,097	8,148	3,065
Hedland Transitional Housing Project .....	2,500	1,500	1,000	1,000	-	-	-
Offices Program .....	15,835	9,279	6,810	1,639	1,639	1,639	1,639
Regional Renewal .....	14,690	6,680	4,677	8,010	-	-	-
Safe Place - Youth Mental Health and Alcohol and Other							
Drugs Homelessness Program .....	4,998	53	53	1,804	3,018	123	-
Social Housing							
Disability Services Social Housing Program .....	15,067	10,988	212	-	4,079	-	-
Supportive Landlord Model .....	20,000	10,000	10,000	10,000	-	-	-
Social Housing Economic Recovery Package							
New Builds .....	49,711	34,235	27,009	14,860	616	-	-
Refurbishments .....	96,177	74,627	33,507	21,550	-	-	-
<b>COMPLETED WORKS</b>							
East Kimberley Transitional Housing Project .....	30,829	30,829	-	-	-	-	-
FDV Women's Refuge							
Kwinana .....	5,574	5,574	21	-	-	-	-
Peel .....	5,745	5,745	28	-	-	-	-
Housing and Homelessness Investment Package							
Land Acquisition .....	36,017	36,017	2,919	-	-	-	-
Social Housing Refurbishments .....	5,116	5,116	1,166	-	-	-	-
Mental Health Care Units .....	3,338	3,338	391	-	-	-	-
North West Aboriginal Housing Fund - Yawuru Home							
Ownership Program .....	7,890	7,890	75	-	-	-	-
Reconfiguration of Spinal Cord Injury Project .....	7,634	7,634	938	-	-	-	-
Social Housing Economic Recovery Package - Land							
Acquisition .....	24,290	24,290	20,420	-	-	-	-
Step Up/Step Down Mental Health Facilities							
Geraldton .....	4,657	4,657	48	-	-	-	-
Karratha .....	7,202	7,202	1,300	-	-	-	-
Kalgoorlie .....	2,538	2,538	-	-	-	-	-
<b>NEW WORKS</b>							
Building Minor Works	500	-	-	-	500	-	-
Youth Long-Term Housing and Support Program .....	4,901	-	-	4,901	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>2,502,776</b>	<b>1,029,137</b>	<b>493,201</b>	<b>545,386</b>	<b>364,260</b>	<b>296,938</b>	<b>267,055</b>
<b>FUNDED BY</b>							
Asset Sales .....			24,966	31,014	81,693	74,690	74,139
Capital Appropriation .....			189,888	174,046	138,398	90,232	81,463
Commonwealth Grants .....			-	4,533	1,067	-	-
Drawdown from the Holding Account .....			68	68	68	68	68
Funding Included in Department of Treasury Administered							
Item .....			1,400	1,000	13,000	11,000	-
Internal Funds and Balances .....			157,939	116,283	26,922	(25,134)	(3,210)
Major Special Purpose Account(s)							
Drawdown from Royalties for Regions Fund .....			5,455	4,479	-	-	-

	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
Drawdown from Social Housing Investment Fund .....			110,575	211,535	99,015	137,934	111,521
Other Grants and Subsidies .....			2,910	2,428	4,097	8,148	3,065
<b>Total Funding .....</b>			<b>493,201</b>	<b>545,386</b>	<b>364,260</b>	<b>296,938</b>	<b>267,055</b>

## Financial Statements

### Income Statement

#### Expenses

1. Total Cost of Services in the 2022-23 Estimated Actual is expected to increase by 18% compared to the 2021-22 Actual, primarily reflecting:
  - 1.1. Western Australia's NDIS contributions due to higher than forecast growth in the number of participants joining the Scheme;
  - 1.2. the Government's revised public sector wages policy; and
  - 1.3. the National Partnership Agreement - Family Domestic Sexual Violence Responses.

#### Income

2. Total income in the 2022-23 Estimated Actual is expected to increase by 8% compared to the 2021-22 Actual, primarily due to the:
  - 2.1. anticipated rapid growth in the rate of NDIS participants;
  - 2.2. delivery of essential and municipal services in remote Aboriginal communities; and
  - 2.3. the Government's revised public sector wages policy.

### Statement of Cashflows

3. The Department's end-of-year cash position for the 2022-23 Estimated Actual is expected to decrease by 9.1% compared to the 2021-22 Actual. This is primarily due to increased payments associated with emergency placement for children in statutory Out of Home Care.

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	587,772	652,990	697,872	698,803	720,342	736,058	752,378
Grants and subsidies <sup>(c)</sup> .....	1,250,077	1,233,229	1,466,249	313,284	255,055	236,633	230,530
Supplies and services .....	629,547	662,818	666,411	722,710	707,794	721,782	651,880
Accommodation .....	289,476	280,631	310,091	279,313	281,487	285,460	286,803
Depreciation and amortisation .....	134,485	156,702	159,042	155,740	155,733	155,768	155,796
Finance and interest costs .....	49,885	54,622	148,798	144,675	126,092	134,846	142,409
Cost of land sold .....	12,621	400	-	-	-	-	-
Other expenses .....	196,476	256,706	269,843	339,538	262,596	253,312	251,328
<b>TOTAL COST OF SERVICES .....</b>	<b>3,150,339</b>	<b>3,298,098</b>	<b>3,718,306</b>	<b>2,654,063</b>	<b>2,509,099</b>	<b>2,523,859</b>	<b>2,471,124</b>
<b>Income</b>							
Sale of goods and services .....	110,938	84,736	58,271	167,357	185,474	182,480	182,480
Regulatory fees and fines .....	257	-	-	-	-	-	-
Grants and subsidies .....	192,393	180,538	206,986	176,700	175,919	177,398	176,080
Interest revenue .....	-	35	35	21	21	21	21
Rent revenue .....	262,406	291,129	291,036	299,775	299,740	299,272	299,272
Other revenue .....	46,250	31,432	67,506	8,851	11,192	11,391	11,415
<b>Total Income .....</b>	<b>612,244</b>	<b>587,870</b>	<b>623,834</b>	<b>652,704</b>	<b>672,346</b>	<b>670,562</b>	<b>669,268</b>
<b>NET COST OF SERVICES .....</b>	<b>2,538,095</b>	<b>2,710,228</b>	<b>3,094,472</b>	<b>2,001,359</b>	<b>1,836,753</b>	<b>1,853,297</b>	<b>1,801,856</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations <sup>(d)</sup> .....	2,140,558	2,090,377	2,343,084	1,262,314	1,183,680	1,213,127	1,246,346
Resources received free of charge .....	17,471	8,711	11,344	11,344	11,344	11,344	11,344
Special Purpose Account(s) <sup>(e)</sup>							
Digital Capability Fund .....	-	13,677	-	-	-	-	-
National Redress Scheme .....	7,984	2,965	7,319	2,893	233	101	34
Royalties for Regions Fund							
Regional Community Services Fund .....	105,966	152,171	123,031	89,836	86,831	86,887	79,101
Regional Infrastructure and Headworks Fund .....	-	18	18	-	-	-	-
Social Housing Investment Fund .....	-	74,251	-	-	-	-	-
Other appropriations .....	-	-	3,238	2,685	62,794	63,562	59,475
Other revenues .....	318,706	285,956	347,255	328,408	319,631	310,423	313,048
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>2,590,685</b>	<b>2,628,126</b>	<b>2,835,289</b>	<b>1,697,480</b>	<b>1,664,513</b>	<b>1,685,444</b>	<b>1,709,348</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>52,590</b>	<b>(82,102)</b>	<b>(259,183)</b>	<b>(303,879)</b>	<b>(172,240)</b>	<b>(167,853)</b>	<b>(92,508)</b>

- (a) Full audited financial statements are published in the Annual Reports for the Department, Disability Services Commission, and the Housing Authority.
- (b) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 5,062, 5,565 and 5,702 respectively.
- (c) Refer to the Details of Controlled Grants and Subsidies table below for further information.
- (d) NDIS contributions funding from 2023-24 onwards are now reflected as administered transactions. Total Cost of Services does not include the NDIS contributions from 2023-24 onwards.
- (e) 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
<b>Child Protection and Family Support</b>							
Child Protection Grants .....	772	550	550	550	550	550	550
Children in Care Initiatives .....	400	-	-	-	-	-	-
Historical Institutional Abuse of Children .....	4,785	-	4,354	2,294	-	-	-
Home Stretch Pilot Program .....	586	-	-	-	-	-	-
Home Stretch Western Australia Roll Out .....	2,232	-	7,420	9,154	9,504	-	-
National Centre and Western Australian Centre for the Prevention of Child Sexual Abuse .....	-	457	457	457	457	-	-
Out of Home Care, Foster Carer and Family Support Grants .....	125,876	121,653	128,470	141,263	150,051	159,222	161,421
Target 120 .....	2,602	8,282	5,167	5,942	7,270	61	-
Tuart Place .....	330	330	330	330	330	330	330
Living Independently for the First Time .....	260	260	260	260	260	260	260
<b>Community Services</b>							
Bereavement Assistance .....	799	705	705	705	705	705	705
Community Gardens .....	169	100	100	100	100	100	100
Disaster Recovery Arrangements - Natural Disasters - Past Events .....	197	-	-	-	-	-	-
Disaster Recovery Arrangements - Severe Tropical Cyclone Seroja .....	1,748	-	-	-	-	-	-
Grandcarers Support Grants .....	-	1,050	1,050	1,050	1,050	1,050	1,050
Hardship Utility Grant Scheme .....	5,538	10,000	10,000	10,000	10,000	10,000	10,000
Kabul Repatriation .....	817	-	-	-	-	-	-
Service Delivery Model for State Emergency Welfare Response .....	-	-	225	464	393	355	366
Social Support Coordinator .....	175	178	353	182	186	192	192
Wooroloo Fire Recovery .....	53	-	-	-	-	-	-
<b>COVID-19 Response</b>							
Carer's and Other Payments .....	34	-	-	-	-	-	-
Financial Counselling .....	3,926	-	-	-	-	-	-
National Partnership on COVID-19 Domestic and Family Violence Response .....	8,973	-	-	-	-	-	-
Preparedness in the Care Sector .....	1,399	-	-	-	-	-	-
Rent Freeze - Payments to Community Housing Organisations .....	1,631	-	-	-	-	-	-
Test Isolation Payment .....	4,608	-	-	-	-	-	-
<b>Disability Services</b>							
Community Aids and Equipment Program .....	1,967	7,500	7,500	7,500	7,500	7,500	7,500
NDIS							
Contributions <sup>(a)</sup> .....	956,755	946,281	1,145,635	-	-	-	-
Vocational Education and Training .....	5,393	2,081	2,081	-	-	-	-
Sector Transition Fund - Australian Disability Enterprises .....	-	-	3,800	-	-	-	-
National Disability Services Western Australia ...	-	-	922	-	-	-	-
<b>Election Commitments</b>							
Access to Regional Childcare .....	355	1,431	1,431	1,432	1,433	351	351
Boost to Primary Prevention FDV Services .....	279	3,704	3,504	389	-	-	-
Elder Rights Western Australia .....	-	1,000	1,000	1,000	1,000	1,000	1,000
Grandcarers Support Scheme .....	2,686	1,529	1,529	1,563	1,602	1,602	1,602
Local Government Homelessness Fund .....	-	1,500	187	93	931	-	-
Pets in Crisis Support Program Expansion .....	-	259	259	456	386	386	386
Respectful Relationships Expansion .....	-	721	889	909	928	928	928
Safe at Home Package .....	-	1,041	-	-	-	-	-
Safety and Security for Seniors - Rebate .....	4,864	3,000	3,500	1,500	2,000	3,000	3,000
Scouts Hall - Tapping .....	3,000	-	460	-	-	-	-
Small Commitments .....	3,697	-	-	-	-	-	-
Subsidised Driving Lessons and Dental for Women Exiting Refuge .....	374	381	381	387	397	401	401
Teenagers in Need of Crisis Accommodation Facility .....	-	418	-	854	876	898	758
Volunteering WA Digital Platform .....	100	45	45	15	15	15	15

	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
<b>Homelessness</b>							
Accommodation and Support Services							
Passages Resources Centre Peel .....	255	262	262	269	-	-	-
Boorloo Bidee Mia .....	3,062	1,993	3,586	3,684	-	-	-
By Name List .....	-	-	270	270	-	-	-
HEART and Koort Boodja .....	3,081	3,726	3,726	1,428	-	-	-
Murray Hotel Project .....	-	-	800	-	-	-	-
Perth Homelessness Services .....	-	2,150	1,444	250	250	-	-
Safe Perth Initiative .....	-	-	908	-	-	-	-
St Bart Hawaiian Homes .....	-	-	331	662	331	-	-
Supportive Landlord Model .....	-	-	200	500	-	-	-
<b>Housing</b>							
Community Housing - Crisis Accommodation .....	8,809	8,014	9,396	5,537	783	-	-
Ganalili Accommodation and Transitional Housing Project .....	1,326	3,439	6,886	1,717	-	-	-
Other Housing Grants .....	1,821	-	1,417	-	-	-	-
Robe River Kuruma Aboriginal Corporation .....	-	230	236	241	-	-	-
SHERP							
Maintenance .....	2,662	6,850	5,243	8,175	-	-	-
New Build .....	1,213	15,950	23,863	32,483	11,047	8,869	-
Refurbishments .....	18,506	23,336	8,474	19,606	-	-	-
<b>Other</b>							
Essential Municipal Services Upgrade Program .....	6,793	12,082	8,249	9,664	6,672	-	-
Other Grants .....	3,208	-	-	-	-	-	-
<b>Prevention of FDV</b>							
Culturally Appropriate Services to FDV Victims .....	409	445	554	445	445	445	445
Cyrenian House .....	2,300	-	-	-	-	-	-
Expand Sector Recognised Training .....	-	-	510	521	533	429	429
FDV							
Counselling .....	273	273	273	280	280	288	288
Initiatives .....	7,593	2,898	4,988	-	-	-	-
Support .....	256	186	186	186	186	186	186
Keeping Women Safe in Their Homes .....	742	351	927	-	-	-	-
Kimberley Family Violence Service .....	1,307	1,197	1,197	1,248	1,480	1,313	1,346
Marrin Bowa Dumbara Aboriginal FDV Services .....	888	859	859	-	-	-	-
Mirrabooka and Kalgoorlie FDV One-Stop Hubs .....	3,004	4,010	4,010	4,111	-	-	-
National Partnership Agreement - Family Domestic Sexual Violence Responses 2021-2023 .....	4,378	-	13,899	-	-	-	-
Our Watch Program .....	-	129	129	129	129	129	129
Pets in Crisis .....	300	108	108	111	114	114	114
Rapid Re-housing for Women and Children .....	-	-	1,068	1,092	1,116	1,038	1,038
Respectful Relationships .....	353	168	109	109	109	109	109
Women's Refuge Peel .....	1,521	1,540	1,702	1,746	2,319	1,840	611
<b>Seniors</b>							
Elder Abuse Prevention Initiatives .....	1,350	-	-	185	-	-	-
Seniors Cost of Living Rebates .....	25,195	27,400	26,600	28,561	30,322	32,202	34,155
Seniors Peak Body .....	-	-	210	460	250	-	-
Seniors Support Initiative .....	212	-	-	-	-	-	-
<b>Volunteering</b>							
Volunteering Grants .....	189	30	30	30	30	30	30
<b>Women's Interests</b>							
Respect in Mining .....	-	-	300	-	-	-	-
Women's Grants <sup>(b)</sup> .....	91	85	85	85	85	85	85
<b>Youth</b>							
Empowered Youth Network .....	-	412	-	-	-	-	-
Youth Support Grants .....	1,600	650	650	650	650	650	650
<b>TOTAL</b> .....	1,250,077	1,233,229	1,466,249	313,284	255,055	236,633	230,530

(a) NDIS contribution funding from 2023-24 onwards are now reflected as administered transactions. The Total Cost of Services and Controlled Grants and Subsidies from 2023-24 onwards do not include the NDIS contributions.

(b) Note that internal funding of \$250,000 per annum has been allocated for Women's Grants from 2022-23 onwards, as part of Service 1 - Community Services funding.

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	203,922	50,402	183,285	14,006	49,529	101,581	177,981
Restricted cash .....	43,548	31,367	38,594	35,929	34,062	33,252	33,252
Holding Account receivables .....	68	951	68	68	68	68	68
Receivables .....	351,335	242,023	248,434	235,517	273,592	286,593	292,931
Loans and advances .....	407,506	1,100,163	509,240	513,397	544,718	585,312	628,216
Other .....	129,467	260,625	161,674	142,373	219,779	219,779	219,779
Assets held for sale .....	7,233	5,161	7,233	7,233	7,233	7,233	7,233
<b>Total current assets .....</b>	<b>1,143,079</b>	<b>1,690,692</b>	<b>1,148,528</b>	<b>948,523</b>	<b>1,128,981</b>	<b>1,233,818</b>	<b>1,359,460</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	241,946	262,476	265,235	288,463	311,687	334,949	352,524
Property, plant and equipment .....	13,315,672	12,240,032	13,539,468	13,683,512	13,734,595	13,609,725	13,466,519
Loans and advances .....	3,591,007	3,805,809	2,629,492	2,643,851	2,813,017	3,026,915	3,255,938
Receivables .....	26,196	35,174	40,752	39,234	41,930	42,524	37,339
Intangibles .....	11,188	5,498	6,177	187	(5,803)	(8,506)	(11,209)
Restricted cash .....	11,362	13,363	13,306	14,021	14,736	15,571	16,406
Other .....	296,998	262,943	306,329	423,330	359,979	503,863	612,479
<b>Total non-current assets .....</b>	<b>17,494,369</b>	<b>16,625,295</b>	<b>16,800,759</b>	<b>17,092,598</b>	<b>17,270,141</b>	<b>17,525,041</b>	<b>17,729,996</b>
<b>TOTAL ASSETS .....</b>	<b>18,637,448</b>	<b>18,315,987</b>	<b>17,949,287</b>	<b>18,041,121</b>	<b>18,399,122</b>	<b>18,758,859</b>	<b>19,089,456</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	151,551	142,912	153,530	155,509	157,488	159,551	161,614
Payables .....	76,945	62,398	76,135	70,499	69,189	60,057	57,850
Borrowings and leases .....	110,853	112,807	112,976	113,427	111,270	115,724	111,200
Other .....	284,938	287,489	263,441	264,746	277,806	262,717	260,981
<b>Total current liabilities .....</b>	<b>624,287</b>	<b>605,606</b>	<b>606,082</b>	<b>604,181</b>	<b>615,753</b>	<b>598,049</b>	<b>591,645</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	26,041	27,742	26,041	26,041	26,041	26,041	26,041
Borrowings and leases .....	4,553,761	5,361,837	3,629,361	3,530,616	3,697,201	3,912,559	4,139,504
Other .....	53,775	44,477	38,933	45,250	55,883	55,883	55,883
<b>Total non-current liabilities .....</b>	<b>4,633,577</b>	<b>5,434,056</b>	<b>3,694,335</b>	<b>3,601,907</b>	<b>3,779,125</b>	<b>3,994,483</b>	<b>4,221,428</b>
<b>TOTAL LIABILITIES .....</b>	<b>5,257,864</b>	<b>6,039,662</b>	<b>4,300,417</b>	<b>4,206,088</b>	<b>4,394,878</b>	<b>4,592,532</b>	<b>4,813,073</b>
<b>EQUITY</b>							
Contributed equity .....	2,543,472	2,806,293	3,056,717	3,546,762	3,888,214	4,218,032	4,420,574
Accumulated surplus/(deficit) .....	3,621,528	3,335,637	3,377,345	3,073,466	2,901,226	2,733,373	2,640,865
Reserves .....	7,214,584	6,134,334	7,214,808	7,214,805	7,214,804	7,214,922	7,214,944
Other .....	-	61	-	-	-	-	-
<b>Total equity .....</b>	<b>13,379,584</b>	<b>12,276,325</b>	<b>13,648,870</b>	<b>13,835,033</b>	<b>14,004,244</b>	<b>14,166,327</b>	<b>14,276,383</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>18,637,448</b>	<b>18,315,987</b>	<b>17,949,287</b>	<b>18,041,121</b>	<b>18,399,122</b>	<b>18,758,859</b>	<b>19,089,456</b>

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

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	2,118,632	2,068,899	2,319,727	1,239,018	1,160,388	1,189,797	1,228,703
Capital appropriation .....	107,813	281,006	251,351	222,172	162,733	118,747	90,829
Administered equity contribution.....	-	11,700	1,400	1,000	13,000	11,000	-
Holding Account drawdowns .....	68	68	68	68	68	68	68
Special Purpose Account(s)							
Digital Capability Fund .....	5,065	13,677	8,307	8,313	6,270	193	193
Remote Communities .....	-	-	5,763	16,943	55,555	60,069	-
Royalties for Regions Fund							
Regional Community Services Fund.....	105,966	152,171	123,049	89,836	86,831	86,887	79,101
Regional Infrastructure and Headworks Fund.....	2,003	5,455	5,455	4,479	-	-	-
Social Housing Investment Fund.....	-	31,370	301,762	231,146	103,895	139,810	111,521
Receipts paid into Consolidated Account.....	-	-	(22,407)	-	-	-	-
Other.....	404,192	447,151	526,028	431,992	393,469	393,762	396,817
Administered appropriations .....	-	-	3,238	2,685	62,794	63,562	59,475
<b>Net cash provided by Government .....</b>	<b>2,743,739</b>	<b>3,011,497</b>	<b>3,523,741</b>	<b>2,247,652</b>	<b>2,045,003</b>	<b>2,063,895</b>	<b>1,966,707</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(573,950)	(651,445)	(696,327)	(697,257)	(718,796)	(734,512)	(750,832)
Grants and subsidies.....	(1,236,461)	(1,235,979)	(1,466,749)	(316,034)	(257,305)	(241,133)	(230,530)
Supplies and services .....	(706,520)	(716,872)	(701,466)	(736,530)	(696,564)	(744,752)	(639,582)
Accommodation .....	(283,585)	(291,512)	(320,972)	(290,194)	(292,368)	(296,324)	(297,667)
GST payments .....	(95,486)	(93,763)	(93,763)	(66,606)	(75,818)	(75,868)	(75,868)
Finance and interest costs.....	(48,182)	(54,062)	(150,806)	(144,176)	(125,734)	(134,648)	(142,409)
Other payments.....	(194,417)	(216,370)	(225,794)	(234,795)	(231,401)	(228,432)	(219,508)
<b>Receipts <sup>(b)</sup></b>							
Regulatory fees and fines .....	257	-	-	-	-	-	-
Grants and subsidies.....	192,393	180,538	206,986	176,700	175,919	177,398	176,080
Sale of goods and services.....	107,385	84,527	58,062	167,149	185,266	182,272	182,272
GST receipts .....	93,943	93,763	93,763	66,606	75,818	75,868	75,868
Rent receipts.....	260,294	291,129	291,036	299,775	299,740	299,272	299,272
Interest receipts.....	261	35	35	21	21	21	21
Other receipts .....	36,704	18,837	19,115	10,292	8,787	9,053	9,077
<b>Net cash from operating activities .....</b>	<b>(2,447,364)</b>	<b>(2,591,174)</b>	<b>(2,986,880)</b>	<b>(1,765,049)</b>	<b>(1,652,435)</b>	<b>(1,711,785)</b>	<b>(1,613,806)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(290,933)	(414,109)	(436,419)	(480,552)	(308,718)	(239,621)	(211,913)
Proceeds from sale of non-current assets.....	47,868	24,976	24,966	31,014	81,693	74,690	74,139
<b>Net cash from investing activities.....</b>	<b>(243,065)</b>	<b>(389,133)</b>	<b>(411,453)</b>	<b>(449,538)</b>	<b>(227,025)</b>	<b>(164,931)</b>	<b>(137,774)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(1,735,816)	(1,179,114)	(1,018,251)	(1,480,284)	(702,073)	(710,250)	(233,036)
Other payments.....	(475,000)	(1,341,373)	(538)	(1,290,059)	(771,388)	(829,641)	(367,163)
Proceeds from borrowings.....	475,000	1,341,373	538	1,290,059	771,388	829,641	367,163
Other proceeds .....	1,575,000	1,049,500	860,153	1,270,000	570,901	575,148	95,144
<b>Net cash from financing activities.....</b>	<b>(160,816)</b>	<b>(129,614)</b>	<b>(158,098)</b>	<b>(210,284)</b>	<b>(131,172)</b>	<b>(135,102)</b>	<b>(137,892)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>(107,506)</b>	<b>(98,424)</b>	<b>(32,690)</b>	<b>(177,219)</b>	<b>34,371</b>	<b>52,077</b>	<b>77,235</b>
Cash assets at the beginning of the reporting period .....	370,015	193,556	258,832	235,185	63,956	98,327	150,404
Net cash transferred to/from other agencies....	(3,677)	-	9,043	5,990	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>258,832</b>	<b>95,132</b>	<b>235,185</b>	<b>63,956</b>	<b>98,327</b>	<b>150,404</b>	<b>227,639</b>

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

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

## NET APPROPRIATION DETERMINATION (a)(b)

	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			
<b>Grants and Subsidies</b>							
Connected Beginnings - Roebourne .....	560	736	736	-	-	-	-
Criminal Law (Mental Impairment) Reforms ..	104	-	-	-	-	-	-
Disaster Recovery Arrangements							
Past Events .....	1,625	280	280	-	-	-	-
Severe Tropical Cyclone Seroja .....	900	5,400	5,758	4,113	-	-	-
Ex-Tropical Cyclone Ellie .....	-	-	9,440	24,400	420	-	-
Essential and Municipal Services Upgrade							
Program .....	8,929	15,022	27,525	131	-	-	-
Financial Counselling .....	500	500	500	500	500	500	500
Kimberley Juvenile Justice Strategy .....	-	154	154	-	-	-	-
Mental Awareness, Respect and Safety							
Program .....	-	-	300	-	-	-	-
National Disability Data Asset .....	-	-	80	-	-	-	-
National Housing and Homelessness							
Agreement .....	47,076	50,719	53,708	40,960	41,600	41,935	40,725
National Initiatives Women's Safety Package .....	751	-	751	-	-	-	-
National Partnership Agreement - Family							
Domestic Sexual Violence Responses .....	7,535	-	22,605	-	-	-	-
National Partnership on COVID-19							
Response .....	2,538	-	-	-	-	-	-
Parenting Community Funding .....	529	-	539	551	563	575	588
Perth Central Business District Office .....	249	-	-	-	-	-	-
Project Agreement for Family Law							
Information Sharing .....	305	-	-	-	-	-	-
Provision of Services to the Commonwealth							
in Respect of Indian Ocean Territories .....	454	580	567	567	567	567	567
Unaccompanied Humanitarian Minors .....	-	33	33	33	33	33	33
Western Australian Council of Social Service							
Sector Support Development .....	197	192	192	192	192	192	192
Wooroloo Fires Recovery Arrangement .....	351	-	-	-	-	-	-
Youth Supported Accommodation							
Assistance Program from Mental Health							
Commission .....	472	-	-	-	-	-	-
<b>Sale of Goods and Services</b>							
Adoptions Fees .....	66	138	109	164	164	165	165
Fines and Penalties .....	257	-	-	-	-	-	-
NDIS Worker Screening Fees .....	3,677	4,601	4,601	4,601	4,460	4,460	4,460
Other .....	11	-	-	-	-	-	-
Regulatory Fees and Services Rendered .....	656	612	612	753	753	753	753
Western Australian Seniors Card .....	85	124	124	124	124	124	124
Working with Children Screening Fees .....	9,305	9,202	9,202	9,202	9,202	9,202	9,202
<b>GST Receipts</b>							
GST Input Credits .....	57,092	41,033	41,033	40,609	40,138	40,138	40,457
GST Receipts on Sales .....	1,106	82	82	82	82	82	82
<b>Other Receipts</b>							
Other Receipts .....	1,015	805	805	805	805	805	486
King Square Lease <sup>(c)</sup> .....	5,859	-	-	-	-	-	-
Rent Income - Employee Contribution for							
GROH .....	1,671	3,272	2,501	2,864	3,203	3,473	3,473
Rent Income - Executive Vehicle Scheme .....	147	-	-	-	-	-	-
Revaluation Increment .....	2,895	-	-	-	-	-	-
<b>TOTAL</b> .....	156,917	133,485	182,237	130,651	102,806	103,004	101,807

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

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

(c) The 2021-22 Actual represents receipts from corporate allocation costs relating to the leasing of King Square office.

**DETAILS OF ADMINISTERED TRANSACTIONS <sup>(a)</sup>**

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>INCOME</b>							
<b>Other</b>							
Appropriation .....	-	-	-	1,297,846	1,265,358	1,264,788	1,265,474
<b>TOTAL ADMINISTERED INCOME .....</b>	-	-	-	1,297,846	1,265,358	1,264,788	1,265,474
<b>EXPENSES</b>							
<b>Other</b>							
NDIS Contributions .....	-	-	-	1,297,846	1,265,358	1,264,788	1,265,474
<b>TOTAL ADMINISTERED EXPENSES .....</b>	-	-	-	1,297,846	1,265,358	1,264,788	1,265,474

(a) National Disability Insurance Scheme (NDIS) contributions funding was transferred from the Department's budget from 2023-24 and is now reflected as Administered Transactions.

# Keystart Housing Scheme Trust

## Part 8 Community Services

### Asset Investment Program

1. The Trust helps to ensure the provision of sustainable housing outcomes by assisting Western Australians into affordable home ownership.
2. To support the delivery of its key lending services, the Trust's Asset Investment Program totals \$4.9 million across the forward estimates period and includes:
  - 2.1. an ongoing ICT development program; and
  - 2.2. the development of a loans management system to facilitate migration of the Trust's Enterprise Resource Planning system to the cloud.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
ICT Systems .....	18,592	13,992	550	1,150	1,150	1,150	1,150
<b>COMPLETED WORKS</b>							
Broker Portal Replacement .....	1,527	1,527	500	-	-	-	-
Customer Application for Education and Refinancing .....	1,500	1,500	1,500	-	-	-	-
<b>NEW WORKS</b>							
TechOne Migrating to the Cloud.....	250	-	-	250	-	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>21,869</b>	<b>17,019</b>	<b>2,550</b>	<b>1,400</b>	<b>1,150</b>	<b>1,150</b>	<b>1,150</b>
<b>FUNDED BY</b>							
Borrowings.....			500	250	-	-	-
Internal Funds and Balances.....			2,050	1,150	1,150	1,150	1,150
<b>Total Funding .....</b>			<b>2,550</b>	<b>1,400</b>	<b>1,150</b>	<b>1,150</b>	<b>1,150</b>

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

## Part 8              Community Services

### Appropriations, Expenses and Cash Assets

	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
<b>DELIVERY OF SERVICES</b>							
Item 73 Net amount appropriated to deliver services .....	163,758	269,745	235,013	<b>233,565</b>	155,581	139,814	138,272
Item 75 Art Gallery of Western Australia.....	9,044	8,641	9,521	<b>9,921</b>	10,160	10,301	10,486
Item 76 Arts and Culture Trust .....	10,318	10,772	11,473	<b>12,066</b>	12,760	13,021	13,405
Item 77 Contribution to Community Sporting and Recreation Facilities Fund...	13,000	12,000	12,000	<b>19,500</b>	19,500	12,000	12,000
Item 78 Library Board of Western Australia...	28,046	27,937	28,634	<b>28,743</b>	28,748	29,105	29,524
Item 79 Western Australian Museum .....	37,838	37,101	38,130	<b>36,862</b>	41,103	37,370	38,083
<b>Amount Authorised by Other Statutes</b>							
- Lotteries Commission Act 1990 .....	43,039	35,582	41,274	<b>37,322</b>	38,898	39,952	40,566
- Salaries and Allowances Act 1975 .....	636	641	641	<b>643</b>	648	664	681
Total appropriations provided to deliver services.....	305,679	402,419	376,686	<b>378,622</b>	307,398	282,227	283,017
<b>ADMINISTERED TRANSACTIONS</b>							
Item 74 Amount provided for Administered Grants, Subsidies and Other Transfer Payments .....	84,555	43,174	55,444	<b>45,675</b>	47,129	48,342	49,082
<b>CAPITAL</b>							
Item 142 Capital Appropriation.....	22,981	61,885	40,304	<b>72,450</b>	162,990	127,303	51,678
Item 143 Art Gallery of Western Australia....	2,618	218	218	<b>218</b>	218	218	218
Item 144 Western Australian Museum .....	-	2,000	100	<b>1,900</b>	-	-	-
<b>TOTAL APPROPRIATIONS .....</b>	<b>415,833</b>	<b>509,696</b>	<b>472,752</b>	<b>498,865</b>	<b>517,735</b>	<b>458,090</b>	<b>383,995</b>
<b>EXPENSES</b>							
Total Cost of Services .....	418,038	517,409	442,197	<b>675,246</b>	396,035	370,730	353,131
Net Cost of Services <sup>(a)</sup> .....	361,758	459,928	375,575	<b>591,745</b>	343,222	310,070	302,550
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>226,544</b>	<b>65,116</b>	<b>228,270</b>	<b>68,840</b>	<b>53,515</b>	<b>48,075</b>	<b>48,028</b>

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

(b) As at 30 June each financial year.



## Spending Changes

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

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>Election Commitments</b>					
Centralised Registration System for Dogs and Cats .....	-	190	191	192	192
Cockburn Aquatic and Recreation Centre Upgrade .....	2,500	-	-	-	-
Ellenbrook Youth Centre .....	180	-	-	-	-
Fremantle City Football Club Upgrade of Women's Facilities .....	200	-	-	-	-
Gosnells City Soccer Club .....	130	-	-	-	-
Keirnan Park Recreation Precinct .....	2,000	-	-	-	-
Mowanjum Community New Change Rooms .....	200	-	-	-	-
<b>New Initiatives</b>					
Activate Perth .....	250	250	250	250	-
Albany Entertainment Centre .....	-	400	-	-	-
Art Gallery of Western Australia					
Business Case .....	-	200	-	-	-
Offsite Storage .....	458	1,000	1,000	1,000	1,000
Asset Management System Development .....	-	625	-	-	-
Banned Drinkers Register/Takeaway Alcohol Management System -					
Carnarvon .....	143	565	836	859	-
Capital Works Grant Funding for Culturally and Linguistically Diverse					
Communities .....	-	3,000	3,000	-	-
City of Joondalup Cycling Infrastructure .....	-	1,200	-	-	-
Climate Change Adaptation .....	-	500	-	-	-
National Rugby League Franchise - Scoping .....	300	200	-	-	-
Office of the Independent Monitor - Oversight of Burswood Casino Remediation .....	3,950	7,900	3,950	-	-
Overseas Humanitarian Aid					
Myanmar .....	500	-	-	-	-
Sri Lanka .....	500	-	-	-	-
Perth Casino Royal Commission Implementation .....	2,877	1,412	-	-	-
Perth Glory - Temporary Site .....	500	-	-	-	-
State Hockey Centre .....	-	275	355	435	435
State Library of Western Australia - Board Fees .....	111	83	83	83	83
Western Australian Cricket Association (WACA) Ground Improvement					
Project and Aquatic Centre .....	-	66,200	12,500	1,000	-
Western Australian Games and Interactive Fund .....	1,000	1,000	-	-	-
<b>Ongoing Initiatives</b>					
Art Gallery of Western Australia - Revisions to Own-source Revenue					
Estimates .....	4,220	4,220	4,220	4,220	4,220
Banned Drinkers Register/Takeaway Alcohol Management System -					
Kimberley, Pilbara and Goldfields .....	-	4,396	3,625	-	-
Bunbury Hands Oval Pavilion Redevelopment .....	3,000	-	-	-	-
Community Sporting and Recreation Facilities Fund .....	-	7,500	7,500	-	-
Connecting to Country .....	-	543	543	543	573
Digitisation of At-risk Audio Visual Collections - Years Two to Four .....	-	1,302	1,327	1,354	264
Dorrien Gardens .....	200	-	-	-	-
Electricity Cost Pressures - Perth Cultural Centre .....	420	430	440	450	460
Financial Assistance for Pet Rescue Organisations .....	300	200	200	200	200
Indian Ocean Territories .....	63	63	63	63	63
Multicultural Community Grants .....	-	250	250	250	250
Regional Athlete Support Program .....	-	1,562	1,618	1,674	-
Regulatory Reform Program .....	-	1,677	-	-	-
Royalties for Regions Program .....	2,925	1,636	19	19	19
Stephen Michael Foundation .....	-	200	200	200	200
Western Australian Holocaust Museum .....	500	-	-	-	-
<b>Other</b>					
2023-24 Tariffs, Fees and Charges .....	-	307	351	351	363
Central Business District Revitalisation .....	4,000	-	-	-	-
COVID-19 Support Package					
Commercial Sport .....	441	-	-	-	-
Liquor Licensing .....	350	-	-	-	-
Government Regional Officer Housing .....	36	34	35	37	36
Non-Government Human Services Sector Indexation Adjustment .....	5	13	17	20	41
Public Sector Wages Policy .....	6,444	5,382	7,080	8,804	8,804
Revisions to <i>Lotteries Commission Act 1990</i> Estimates .....	5,692	1,140	938	862	886

## **Significant Issues Impacting the Agency**

1. The Department is working hard to maximise its contribution to the prosperity and wellbeing of the Western Australian community, including providing input into whole-of-government priorities and objectives across the State.

### **Major Cultural Infrastructure Projects**

2. Some project timeframes and costs have been and will continue to be impacted by market conditions, however, the Department continues to deliver on infrastructure projects. Following the successful delivery of the His Majesty's Theatre balconies project in 2022, 2023-24 represents a new wave of cultural infrastructure. Planning and design has commenced on the \$150 million Perth Concert Hall redevelopment following a major funding boost, and the Perth Cultural Centre rejuvenation project will create a vibrant, safe and attractive precinct to connect Perth's cultural institution and its surrounds.

### **Aboriginal Cultural Centre**

3. The Government has made a significant commitment toward community engagement, planning, design and seed capital for an Aboriginal Cultural Centre which will celebrate and promote the diverse cultures, heritage and experiences of Western Australia's Aboriginal people and communities. The centre will aim to inspire visitors to explore all regions of the State to enjoy first-hand the unique experiences available in Western Australia.

### **Sporting and Cultural Infrastructure**

4. The Department will continue to plan for and facilitate the delivery of community sporting and cultural infrastructure projects. This investment into State and community infrastructure will create local jobs, support tourism, ensure thriving sport and recreation and arts and cultural sectors, and create industries to diversify the economy. Major projects currently underway include:
  - 4.1. the WACA Ground Improvement Project and Aquatic Centre, with the Government contributing \$84.7 million; and
  - 4.2. the \$135 million State Hockey Centre.

### **FIFA Women's World Cup**

5. In readiness for Perth to host the 2023 FIFA Women's World Cup, the new State Football Centre, and upgrades to HBF Park, Dorrien Gardens and Kingsway Regional Sporting Complex will be completed in time for the tournament.

### **Screen Sector Development**

6. The Government has committed to the development of Western Australia's screen industry through a \$107 million investment in a Screen Production Facility and Screen Production Attraction Fund. The significant commitment to the fund is being delivered by the Department, through Screenwest, to attract large-scale film and television productions to the State. This aims to increase the slate of productions in readiness for the Screen Production Facility and increase employment and demand for screen industry personnel.

### **Creative Learning Program**

7. Liveability of Western Australia is improved through the existence of high-quality arts that are accessible to all communities through a diverse range of arts and cultural activities. The Creative Learning Program is a Government election commitment over 2021 to 2024. This Program delivers initiatives that provide meaningful creative learning experiences, improve student engagement, enhance learning capabilities and build the capacity of educators and artists/creatives. Large-scale creative learning projects have commenced, enriching the overall learning and engagement of students across Western Australia. With just over \$3 million in funding being awarded in 2022-23, there will be an increase in creative learning development activities and demand for qualified artistic personnel.

### Increased Competition for Audience Engagement

8. The Department will carefully monitor the significant impact of increased consumer choice on attendance and engagement in sports and cultural events and activities, particularly given the booming event market and increased overseas travel. Combined with mitigating cost of living pressures, the Department will work closely with the sports and cultural sectors to mitigate the ongoing impact on programming and audience engagement.

### Support for Communities Affected by Crises Overseas

9. Western Australia's cultural and linguistic diversity has strengthened its economic, cultural and person-to-person links internationally. These connections have also meant that many Western Australians have been impacted by crises in other countries. The Department will continue to support affected local communities and facilitate provision of Government aid to assist response and recovery efforts overseas.

### Legislative Reforms - Local Government

10. The desire of ratepayers and community members to see well-governed and functional local government means the Government responds through its regulatory function. The first tranche of local government reforms included the Local Government Amendment Bill, which was passed in the Legislative Assembly in March 2023 and is progressing through the Legislative Council. The Department will continue to progress other major local government reforms to provide a stronger, more consistent framework for local government across Western Australia to deliver benefits for residents, ratepayers, and communities.

### *Dog Amendment (Stop Puppy Farming) Act 2021*

11. On 22 December 2021, the *Dog Amendment (Stop Puppy Farming) Act 2021* received the Royal Assent. To meet community expectations regarding animal welfare, the Department is developing a centralised registration system and enabling regulations to implement significant reforms to the *Dog Act 1976*. The reforms are being designed and implemented in consultation with stakeholders.

### Perth Casino Royal Commission Implementation

12. The Government responded to the 59 recommendations of the Perth Casino Royal Commission on 16 March 2023. Immediate legislative change occurred through the *Casino Legislation Amendment (Burswood Casino) Act 2022* which established the Independent Monitor to oversee remediation at the Perth Casino; improved the powers of the regulator and Minister; and increased the penalties for serious breaches by the casino licensee. The Department and the regulator, the Gaming and Wagering Commission of Western Australia, continue to improve the regulatory, legislative and governance frameworks. This is in response to community expectation for modern regulation of the casino, to ensure the integrity of gaming and to minimise harm from gambling.

### Banned Drinkers Register

13. Community concerns regarding liquor harm and problem drinkers continue to be identified as a contributing factor affecting wellbeing in some regional and remote communities. The Banned Drinkers Register is a system to reduce alcohol-related harm by restricting the access of high-risk problem drinkers to the purchase of packaged liquor. The Banned Drinkers Register is one intervention currently being trialled. This trial is underway in the Kimberley, Pilbara and Goldfields, and a series of legislative amendments are being progressed to optimise the effectiveness of the system. The Banned Drinkers Register will also be expanded to Carnarvon from May 2023 at a cost of \$2.4 million.

### Liquor Regulatory Reform

14. An efficient and effective liquor regulatory system creates the right environment for business to operate, while also addressing liquor-related harm in our community. Significant reform to the regulatory framework is anticipated following consultation with the community and industry in 2023. A range of potential improvements will be considered, including eliminating unnecessary red tape, a simpler licensing system, and a faster, more cost-effective approvals process.

## **Digitisation**

15. Preserving historical records and artifacts is an important part of ensuring the State's history is accessible for future generations. Work is underway to increase digitisation and access to a range of online services and information across cultural statutory authorities, which includes the At-risk Digitisation Project at the State Library of Western Australia (State Library). This collection includes amateur recordings, government and private sector productions, films, music, interviews and other audio-visual content. The large-scale digitisation will 'unlock' thousands of items that depict people, places and events unique to Western Australia and transform the State Library's delivery model from catalogue listings to a discoverable and playable film and sound archive.
16. The Art Gallery of Western Australia will digitise the entire State Art Collection through a five-year philanthropic partnership, which will provide greater access to the State Art Collection and to assist with growing community demand for digital content.
17. The Arts and Culture Trust's Museum of Performing Arts (MOPA) collection comprises over 47,000 pieces of performing arts memorabilia, including costumes, photographs, and posters. The print and photographic material are being digitally archived as part of a Murdoch University-led digitisation project, which aims to digitise significant cultural collections held in Western Australia.

## **Child Safeguarding Implementation Unit**

18. Western Australia has adopted a coordinated and collaborative approach to implement the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse (Royal Commission). Responding to issues raised in the Royal Commission and increasing the frequency of reports of historical abuse is a challenge for many organisations and associations across all the Department's portfolios. Improving community confidence in the entities providing services is a major priority. Through its Child Safeguarding Implementation Unit, the Department continues to support organisations in its sector portfolios to respond to these recommendations and to build and strengthen their child-safe practices, environments, and cultures.

## **Rejuvenation of the Perth Cultural Centre**

19. The project aims to rejuvenate the Perth Cultural Centre precinct to create vibrant, safe and attractive areas to connect Perth's cultural institutions and the surrounds. Improving liveability of Perth is an important part of securing improved social and economic outcomes. This specific project will include creating a new open air sculpture garden and cultural space on the Art Gallery of Western Australia site and the commissioning of a new landmark artwork installation for the façade of the Main Building.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	A sustainable arts and culture sector that facilitates attendance and participation in arts and cultural activity.	1. Cultural and Arts Industry Support
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Local governments are supported to meet legislative requirements of the Local Government Act.	2. Regulation and Support of Local Government
	Efficient and effective asset and infrastructure support services to client agencies.	3. Asset and Infrastructure Support Services to Client Agencies
	Gambling and liquor industries operate responsibly in accordance with legislation.	4. Regulation of the Gambling and Liquor Industries 5. Office of the Independent Monitor (Oversight of Burswood Casino Remediation)
	A strong sport and recreation sector that facilitates participation.	6. Sport and Recreation Industry Support
	Western Australia's State Art Collection asset is developed, appropriately managed and preserved.	7. Cultural Heritage Management and Conservation
	Western Australia's State Art Collection and works of art on loan are accessible.	8. Cultural Heritage Access and Community Engagement and Education
	The Western Australian community has access to the State Library's collections, services and programs.	9. State Library Services
	The Western Australian community engages with public library collections, services and programs.	10. Public Library Support
	Effectively managed performing arts venues attracting optimal utilisation.	11. Venue Management Services
	Sustainable care and development of the State's Museum collections for the benefit of present and future generations.	12. Collections Management, Research and Conservation Services 13. Collections Effectively Documented and Digitised
	Enhance cultural identity and understanding by promoting and ensuring the widest possible use of Museum content and collections.	14. Public Sites, Public Programs and Collections Accessed On-Site 15. Online Access to Collections, Expertise and Programs 16. Museum Services to the Regions

## Service Summary

Expense	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
1. Cultural and Arts Industry Support.....	99,288	76,324	88,526	89,482	78,806	78,747	73,571
2. Regulation and Support of Local Government .....	22,523	14,494	12,068	19,192	12,020	12,649	12,744
3. Asset and Infrastructure Support Services to Client Agencies .....	30,088	16,544	24,678	26,569	14,065	13,878	14,050
4. Regulation of the Gambling and Liquor Industries .....	22,991	23,297	27,799	27,812	28,262	25,497	25,311
5. Office of the Independent Monitor (Oversight of Burswood Casino Remediation).....	-	-	3,950	7,900	3,950	-	-
6. Sport and Recreation Industry Support.....	130,993	271,166	160,510	378,527	129,458	115,887	102,760
7. Cultural Heritage Management and Conservation.....	1,124	1,145	1,637	2,143	2,208	2,273	2,342
8. Cultural Heritage Access and Community Engagement and Education .....	10,620	10,662	15,270	15,386	14,904	14,994	15,123
9. State Library Services .....	15,520	14,734	15,716	15,274	14,572	14,756	14,462
10. Public Library Support .....	15,438	17,016	16,912	17,219	18,621	18,857	18,480
11. Venue Management Services.....	21,534	23,746	24,447	25,096	25,790	23,560	23,908
12. Collections Management, Research and Conservation Services.....	9,727	10,875	11,107	11,071	9,222	9,440	9,581
13. Collections Effectively Documented and Digitised .....	1,717	1,517	1,549	1,544	1,596	1,634	1,659
14. Public Sites, Public Programs and Collections Accessed On-Site.....	27,340	27,602	28,190	28,099	33,846	29,637	30,084
15. Online Access to Collections, Expertise and Programs .....	845	901	920	917	948	970	985
16. Museum Services to the Regions .....	8,290	7,386	8,918	9,015	7,767	7,951	8,071
<b>Total Cost of Services .....</b>	<b>418,038</b>	<b>517,409</b>	<b>442,197</b>	<b>675,246</b>	<b>396,035</b>	<b>370,730</b>	<b>353,131</b>

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
<b>Outcome: A sustainable arts and culture sector that facilitates attendance and participation in arts and cultural activity:</b>					
Ratio of Government funding to other income earned for funded arts and cultural organisations .....	1:3.7	1:3.4	1:3.1	1:3.5	1
Percentage of Western Australians attending or participating in an arts and cultural activity.....	74%	73%	74%	74%	
Percentage of stakeholders who report that the Office of Multicultural Interests had a positive impact on the promotion and support of multiculturalism ..	91%	80%	90%	90%	2
<b>Outcome: Local governments are supported to meet legislative requirements of the Local Government Act:</b>					
Percentage of local governments where actions were taken in support of compliance with the legislative framework .....	31%	20%	36%	35%	3
<b>Outcome: Gambling and liquor industries operate responsibly in accordance with legislation:</b>					
Percentage of audits and inspections that comply with requirements and statutory criteria.....	99%	95%	95%	95%	
<b>Outcome: A strong sport and recreation sector that facilitates participation:</b>					
Percentage of Western Australians participating in organised sport and recreation...	64%	56%	64%	56%	4
<b>Outcome: Western Australia's State Art Collection asset is developed, appropriately managed and preserved:</b>					
Percentage of collection stored to the required standard .....	98%	99%	98%	99%	
<b>Outcome: Western Australia's State Art Collection and works of art on loan are accessible:</b>					
Number of people accessing the collection:					
Total number of visitors .....	172,769	280,000	392,465	320,000	5
Total number of online visitors to website .....	200,803	175,000	171,800	154,800	6
Percentage of visitors satisfied with visit overall.....	87%	93%	93%	84%	7
<b>Outcome: The Western Australian community has access to the State Library's collections, services and programs:</b>					
Number of State Library accesses.....	7,958,954	6,215,150	5,927,574	6,110,415	
Percentage of visitors who are satisfied with State Library services .....	95%	95%	95%	95%	
<b>Outcome: The Western Australian community engages with public library collections, services and programs:</b>					
Percentage of Western Australians that are a member of a public library.....	37.9%	37.9%	29.9%	23%	8
<b>Outcome: Effectively managed performing arts venues attracting optimal utilisation:</b>					
Attendance rate across principal performance spaces.....	351,767	320,000	310,000	270,000	9
Average subsidy per attendee for Arts and Culture Trust funded programs.....	-\$2	\$2	\$4	\$2	10
<b>Outcome: Sustainable care and development of the State's Museum collections for the benefit of present and future generations:</b>					
Percentage of collection stored to the required standard .....	99%	99%	99%	99%	
Percentage of the collection accessible online.....	18%	18%	19%	19%	
Proportion of the State collection documented and digitised .....	27%	27%	28%	28%	
<b>Outcome: Enhance cultural identity and understanding by promoting and ensuring the widest possible use of Museum content and collections:</b>					
Number of people engaging with and accessing Museum content and collections: ..	3,188,245	2,523,142	3,391,501	3,168,745	11
Total number of visitors .....	902,568	795,542	1,040,745	913,745	11
Total number of online visitors to website .....	2,285,677	1,727,600	2,350,756	2,255,000	11
Percentage of visitors to Museum sites satisfied with services.....	98%	97%	97%	97%	

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

## Explanation of Significant Movements

(Notes)

1. The 2022-23 Estimated Actual reflects reduced income due to impacts of COVID-19 on ticket sales and other revenues. The 2023-24 Budget Target reflects post COVID-19 improved activity levels, with forecasted increases in tickets, private philanthropy, and local government funding. This is partially offset with reduced project income due to the finalisation of the Department's and the Commonwealth's COVID-19 funding programs.
2. The increase from the 2022-23 Budget to the 2022-23 Estimated Actual and 2023-24 Budget Target is mostly due to aligning the target to the results achieved over the last three years.
3. The Department continues to proactively target and engage with local governments to support an early intervention approach to councils identified as being at risk of non-compliance due to several factors. In 2022-23, a total of 50 local governments out of 137 have had action taken by the Department under the Compliance Framework, which contributes to the increase against the 2022-23 Budget. The 2023-24 Budget Target has been revised to reflect recent performance.
4. The 2023-24 Budget Target has been set in line with recent performance for the monitoring of participation rates of adults and children in sport and physical activities, both at State and national level using the AusPlay Survey. The 2022-23 Estimated Actual of 64% is based on the reported participation rates of Western Australian adults (aged 15 years and over) in organised sport and physical activity in the 2021-22 AusPlay report released on 31 October 2022 (data sourced for the period 1 July 2021 to 30 June 2022).
5. Between the 2022-23 Budget and the 2022-23 Estimated Actual, increased visitation has resulted from a more diverse and ambitious program of exhibitions, a stronger focus on young audiences and improved amenities after the redevelopment of the rooftop and foyer was completed in 2021-22. A decrease in visitor numbers for the 2023-24 Budget Target is projected due to the impact of capital works projects and the expected closure of some gallery spaces.
6. The website is becoming less important for public engagement than social media and the 2022-23 Estimated Actual and 2023-24 Budget Target reflect this trend.
7. The 2023-24 Budget Target projected level of satisfaction is expected to decrease due to the impact of capital works projects and the expected closure of some gallery spaces.
8. The decrease from the 2022-23 Budget to the 2022-23 Estimated Actual and 2023-24 Budget Target reflects a change in the definition of public library members which now only reflects active public library members rather than all members that are registered.
9. With the proposed closure of the Perth Concert Hall to enable capital works to be undertaken, the 2023-24 Budget Target has been reduced as audience numbers are expected to decrease.
10. The negative subsidy per attendee in 2021-22 was mainly due to a higher number of programmed events that returned a profit. In 2022-23 attendance has been below anticipated levels, resulting in an increased subsidy per attendee.
11. The 2021-22 Actual and 2022-23 Estimated Actual for in-person and online visitors are higher when compared to the 2022-23 Budget due to the good performance of the Dinosaurs of Patagonia exhibition in the first quarter of the financial year.



## Services and Key Efficiency Indicators

### 1. Cultural and Arts Industry Support

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 99,288	\$'000 76,324	\$'000 88,526	\$'000 89,482	1
Less Income .....	543	461	461	465	
Net Cost of Service .....	98,745	75,863	88,065	89,017	
<b>Employees (Full-Time Equivalents) .....</b>	<b>96</b>	<b>82</b>	<b>82</b>	<b>82</b>	
<b>Efficiency Indicators</b>					
Grants operations expense as a percentage of direct grants approved.....	4%	5%	3%	4%	
Average cost per project to support and promote multiculturalism.....	\$113,143	\$118,720	\$104,924	\$106,450	

### Explanation of Significant Movements

(Notes)

1. The increase from the 2022-23 Budget to the 2022-23 Estimated Actual is primarily the result of a reprofile into 2022-23 of COVID-19 response programs pending the finalisation of claims.

### 2. Regulation and Support of Local Government

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 22,523	\$'000 14,494	\$'000 12,068	\$'000 19,192	1
Less Income .....	3,519	2,303	459	2,322	2
Net Cost of Service .....	19,004	12,191	11,609	16,870	
<b>Employees (Full-Time Equivalents) .....</b>	<b>57</b>	<b>63</b>	<b>65</b>	<b>65</b>	
<b>Efficiency Indicators</b>					
Average cost per local government for regulation and support.....	\$75,201	\$80,657	\$74,686	\$75,000	

### Explanation of Significant Movements

(Notes)

1. The reduction from the 2022-23 Budget to the 2022-23 Estimated Actual and subsequent increase into the 2023-24 Budget Target is primarily due to the reprofile of expenditure from 2022-23 into 2023-24 for Stop Puppy Farming and additional funding for the Regulatory Reform program.
2. The increase from the 2022-23 Estimated Actual to the 2023-24 Budget Target is due to the planned introduction of the Western Australian Centralised Registration System in 2023-24.

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	30,088	16,544	24,678	26,569	1
Less Income .....	16,206	4,850	4,850	4,890	2
Net Cost of Service .....	13,882	11,694	19,828	21,679	
<b>Employees (Full-Time Equivalents) .....</b>	<b>35</b>	<b>36</b>	<b>50</b>	<b>50</b>	<b>3</b>

#### Explanation of Significant Movements

(Notes)

1. The 2021-22 Actual included significant spending on the completion of small election commitments. The 2022-23 Estimated Actual is higher than the 2022-23 Budget due to increasing project costs resulting from the current building and construction industry pressures.
2. The 2021-22 Actual includes funding received from the Commonwealth for the Perth Cultural Centre and Perth Concert Hall projects.
3. The 2022-23 Estimated Actual and 2023-24 Budget Target primarily reflect the additional resourcing related to the Aboriginal Cultural Centre project.

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	22,991	23,297	27,799	27,812	1
Less Income .....	4,419	7,143	7,143	7,434	
Net Cost of Service .....	18,572	16,154	20,656	20,378	
<b>Employees (Full-Time Equivalents) .....</b>	<b>111</b>	<b>117</b>	<b>126</b>	<b>130</b>	
<b>Efficiency Indicators</b>					
Average cost of conducting inspections.....	\$1,442	\$1,456	\$1,785	\$1,738	2
Average cost of determining applications .....	\$624	\$728	\$855	\$869	3

#### Explanation of Significant Movements

(Notes)

1. The variance between the 2022-23 Budget and the 2022-23 Estimated Actual is mostly due to a combination of a carryover for the Banned Drinkers Register from 2021-22 to 2022-23 and additional funding to implement the legislative, regulatory and governance responses to the Perth Casino Royal Commission final report recommendations.
2. The number of inspections undertaken remains stable in 2021-22, 2022-23 and 2023-24. The average cost of conducting inspections in the 2022-23 Estimated Actual compared to the 2022-23 Budget is higher due to two factors; namely additional funding to implement the legislative, regulatory and governance responses to the Perth Casino Royal Commission final report recommendations, and continued funding of the Banned Drinkers Register trial in the Kimberley, Pilbara, Goldfields, and Carnarvon.
3. The number of applications determined remains stable in 2021-22, 2022-23 and 2023-24. The average cost of determining applications in the 2022-23 Estimated Actual compared to the 2022-23 Budget is higher due to two factors, namely additional funding to implement the legislative, regulatory and governance responses to the Perth Casino Royal Commission final report recommendations; and continued funding of the Banned Drinkers Register trial in the Kimberley, Pilbara, Goldfields, and Carnarvon.

## 5. Office of the Independent Monitor (Oversight of Burswood Casino Remediation)

The *Casino Legislation (Burswood Casino) Amendment Act 2022* established the Office of the Independent Monitor to oversee remediation at the Perth Casino

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 n.a.	\$'000 n.a.	\$'000 3,950	\$'000 7,900	1
Less Income .....	n.a.	n.a.	3,950	7,900	1
Net Cost of Service .....	n.a.	n.a.	nil	nil	
<b>Employees (Full-Time Equivalents) .....</b>	<b>n.a.</b>	<b>n.a.</b>	<b>4</b>	<b>8</b>	

### Explanation of Significant Movements

(Notes)

1. The *Casino Legislation Amendment (Burswood Casino) Act 2022* established the Office of the Independent Monitor to oversee remediation at the Perth Casino with six months of costs and cost recovery reflected in the 2022-23 Estimated Actual and full-year costs and cost recovery included in the 2023-24 Budget Target.

## 6. Sport and Recreation Industry Support

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 130,993	\$'000 271,166	\$'000 160,510	\$'000 378,527	1
Less Income .....	5,355	17,885	20,699	30,135	
Net Cost of Service .....	125,638	253,281	139,811	348,392	
<b>Employees (Full-Time Equivalents) .....</b>	<b>149</b>	<b>147</b>	<b>147</b>	<b>147</b>	
<b>Efficiency Indicators</b>					
Average cost of providing support services to sector/funded organisations...	\$6,991	\$9,953	\$11,667	\$12,000	
Grants operations expense as a percentage of direct grants approved .....	1%	1%	2%	1%	
Average cost per recreation camp experience .....	\$61	\$47	\$53	\$53	2

### Explanation of Significant Movements

(Notes)

1. The movement across years mostly reflects election commitment grant funding, including carryover of funding from 2022-23 into 2023-24 in line with current building and construction industry pressures, and additional funding for the WACA ground redevelopment.
2. The increase from the 2022-23 Budget to the 2022-23 Estimated Actual is predominantly due to a realignment of administrative support to meet the increased focus on returning camp activity to pre-COVID-19 levels.

## 7. Cultural Heritage Management and Conservation

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 1,124	\$'000 1,145	\$'000 1,637	\$'000 2,143	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	1,124	1,145	1,637	2,143	
<b>Employees (Full-Time Equivalents) .....</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	
<b>Efficiency Indicators</b>					
Average cost of managing the collection per art gallery object.....	\$60.90	\$61.77	\$88.23	\$114.56	2

### Explanation of Significant Movements

(Notes)

1. The 2022-23 Estimated Actual and the 2023-24 Budget Target have increased due to spending associated with the Art Gallery storage solution.
2. The increase in the average cost of managing the collections in the 2023-24 Budget Target compared to the 2022-23 Budget is due to a greater number of State Art Collection works being moved to offsite storage and increased staff resources and operating costs after the redevelopment of the rooftop.

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 10,620	\$'000 10,662	\$'000 15,270	\$'000 15,386	1
Less Income .....	4,813	3,052	7,272	7,400	1
Net Cost of Service .....	5,807	7,610	7,998	7,986	
<b>Employees (Full-Time Equivalents) .....</b>	<b>44</b>	<b>54</b>	<b>54</b>	<b>54</b>	
<b>Efficiency Indicators</b>					
Average cost of art gallery services per art gallery access.....	\$28.43	\$23.43	\$32.41	\$33.37	2

### Explanation of Significant Movements

(Notes)

1. The increase from the 2022-23 Budget to the 2022-23 Estimated Actual and the 2023-24 Budget Target is due to increased revenue and service costs associated with the redevelopment of the Art Gallery rooftop facilities.
2. The increase in the average cost per access in the 2022-23 Estimated Actual compared to the 2022-23 Budget is mainly due to the projected decrease in visitor numbers due to the impact of capital works projects and the expected closure of some gallery spaces.

## 9. State Library Services

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 15,520	\$'000 14,734	\$'000 15,716	\$'000 15,274	
Less Income .....	1,207	431	431	422	
Net Cost of Service .....	14,313	14,303	15,285	14,852	
<b>Employees (Full-Time Equivalents) .....</b>	<b>111</b>	<b>118</b>	<b>114</b>	<b>116</b>	
<b>Efficiency Indicators</b>					
Average cost per state library access .....	\$1.66	\$2.37	\$2.58	\$2.43	1

### Explanation of Significant Movements

(Notes)

1. The 2022-23 Estimated Actual is higher than the 2021-22 Actual primarily due to an update in the counting methodology.

## 10. Public Library Support

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 15,438	\$'000 17,016	\$'000 16,912	\$'000 17,219	
Less Income .....	2,750	551	551	540	
Net Cost of Service .....	12,688	16,465	16,361	16,679	
<b>Employees (Full-Time Equivalents) .....</b>	<b>23</b>	<b>20</b>	<b>24</b>	<b>22</b>	
<b>Efficiency Indicators</b>					
Average cost of Government support for public library services per public library member .....	\$16.51	\$17.45	\$19.09	\$25.92	1

### Explanation of Significant Movements

(Notes)

1. The average cost has been impacted by a change in definition that has come into effect from 2023-24 used to calculate the number of public library members which now only reflects active public library members rather than all members that are registered.

## 11. Venue Management Services

Endeavour to improve attendances and venue activation and therefore financial returns for the Arts and Culture Trust (ACT), whilst ensuring that the buildings owned and leased by ACT are fit for purpose and managed appropriately.

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 21,534	\$'000 23,746	\$'000 24,447	\$'000 25,096	
Less Income .....	8,849	11,500	11,500	11,556	
Net Cost of Service .....	12,685	12,246	12,947	13,540	
<b>Employees (Full-Time Equivalents) .....</b>	<b>111</b>	<b>112</b>	<b>112</b>	<b>112</b>	
<b>Efficiency Indicators</b>					
Average cost per attendee .....	\$61	\$69	\$84	\$93	1

### Explanation of Significant Movements

(Notes)

1. With the anticipated closure of the Perth Concert Hall for major capital works, the projected audience numbers for 2023-24 have been reduced, resulting in a further increase in the average cost per attendee.

## 12. Collections Management, Research and Conservation Services

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 9,727	\$'000 10,875	\$'000 11,107	\$'000 11,071	
Less Income .....	1,265	1,121	1,366	1,381	
Net Cost of Service .....	8,462	9,754	9,741	9,690	
<b>Employees (Full-Time Equivalents) .....</b>	<b>57</b>	<b>63</b>	<b>63</b>	<b>63</b>	
<b>Efficiency Indicators</b>					
Average cost per object of managing the museum collection .....	\$1.18	\$1.31	\$1.34	\$1.33	

### 13. Collections Effectively Documented and Digitised

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 1,717	\$'000 1,517	\$'000 1,549	\$'000 1,544	1
Less Income .....	223	198	241	226	
Net Cost of Service .....	1,494	1,319	1,308	1,318	
<b>Employees (Full-Time Equivalents) .....</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>	
<b>Efficiency Indicators</b>					
Average cost per object of documenting and digitising the State collection .....	\$0.76	\$0.74	\$0.67	\$0.65	

#### Explanation of Significant Movements

(Notes)

1. The higher 2021-22 Actual reflects additional grant research funds that were spent to document and digitise the collection.

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 27,340	\$'000 27,602	\$'000 28,190	\$'000 28,099	
Less Income .....	5,849	6,933	6,315	7,377	
Net Cost of Service .....	21,491	20,669	21,875	20,722	
<b>Employees (Full-Time Equivalents) .....</b>	<b>110</b>	<b>127</b>	<b>127</b>	<b>127</b>	
<b>Efficiency Indicators</b>					
Average cost of museum services per museum access .....	\$44.12	\$49.96	\$37.47	\$44.86	1

#### Explanation of Significant Movements

(Notes)

1. The average cost per museum access is lower in the 2022-23 Estimated Actual due to the good performance of the Dinosaurs of Patagonia exhibition in the first quarter of the financial year.

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 845	\$'000 901	\$'000 920	\$'000 917	
Less Income .....	32	nil	nil	nil	
Net Cost of Service .....	813	901	920	917	
<b>Employees (Full-Time Equivalents) .....</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	
<b>Efficiency Indicators</b>					
Average cost of museum services per museum access.....	\$0.44	\$0.45	\$0.48	\$0.47	

## 16. Museum Services to the Regions

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
Total Cost of Service.....	\$'000 8,290	\$'000 7,386	\$'000 8,918	\$'000 9,015	1
Less Income .....	1,250	1,053	1,384	1,453	
Net Cost of Service .....	7,040	6,333	7,534	7,562	
<b>Employees (Full-Time Equivalents) .....</b>	<b>24</b>	<b>31</b>	<b>31</b>	<b>31</b>	
<b>Efficiency Indicators</b>					
Average cost per access .....	\$31.38	\$29.38	\$30.93	\$31.37	

## Explanation of Significant Movements

(Notes)

1. The 2022-23 Estimated Actual and the 2023-24 Budget Target are higher than the 2022-23 Budget primarily due to increased spending for the Gwoonwardu Mia Cultural Centre in Carnarvon.



## Asset Investment Program

1. The Department's Asset Investment Program includes the following major projects:

- 1.1. \$150.3 million for the redevelopment of the Perth Concert Hall;
- 1.2. \$135.1 million for the design and construction of the State Hockey Centre;
- 1.3. \$106.9 million to build a Screen Production Facility;
- 1.4. \$46 million for the State Football (Soccer) Centre;
- 1.5. \$45 million for the Aboriginal Cultural Centre project; and
- 1.6. \$35 million for the Perth Cultural Centre.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
<b>COVID-19 Response</b>							
Arts and Culture Trust - His Majesty's Theatre - Restoration and Upgrade Stage Three .....	15,000	14,438	4,908	562	-	-	-
Perth Concert Hall Redevelopment .....	150,300	3,208	2,617	7,164	39,927	72,952	27,049
<b>Other Works in Progress</b>							
Art Gallery of Western Australia - Art Acquisition .....	1,090	218	218	218	218	218	218
Perth Cultural Centre .....	35,000	1,029	539	28,661	5,000	136	-
Recreation Camps .....	800	160	160	160	160	160	160
Screen Production Facility .....	106,932	18,832	14,811	38,100	50,000	-	-
State Football (Soccer) Centre .....	45,960	39,725	27,994	6,235	-	-	-
State Hockey Centre - Design and Construction .....	135,070	450	450	15,310	35,000	54,000	24,310
State Library of Western Australia - State Reference Library Materials .....	6,125	1,225	1,225	1,225	1,225	1,225	1,225
Western Australian Centralised Registration System .....	3,092	506	-	2,586	-	-	-
Western Australian Museum Boola Bardip .....	388,876	385,294	2,523	3,582	-	-	-
Western Australian Museum - Western Australian Maritime Museum Cladding Replacement .....	2,000	100	100	1,900	-	-	-
<b>COMPLETED WORKS</b>							
<b>COVID-19 Response</b>							
Recreation Camps Revitalisation .....	4,642	4,642	652	-	-	-	-
<b>Other Completed Works</b>							
Project Definition Planning - State Hockey Centre .....	500	500	500	-	-	-	-
State Library of Western Australia - Critical Equipment Replacement .....	665	665	392	-	-	-	-
<b>NEW WORKS</b>							
Aboriginal Cultural Centre .....	45,000	-	-	10,000	35,000	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>941,052</b>	<b>470,992</b>	<b>57,089</b>	<b>115,703</b>	<b>166,530</b>	<b>128,691</b>	<b>52,962</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			40,308	74,248	162,889	127,306	51,577
Commonwealth Grants .....			13,317	15,000	-	-	-
Drawdown from the Holding Account .....			1,385	1,385	1,385	1,385	1,385
Internal Funds and Balances .....			(3,413)	22,290	2,256	-	-
Major Special Purpose Account(s) Drawdown from Digital Capability Fund .....			392	1,680	-	-	-
Other .....			1,100	1,100	-	-	-
Other Grants and Subsidies .....			4,000	-	-	-	-
<b>Total Funding .....</b>			<b>57,089</b>	<b>115,703</b>	<b>166,530</b>	<b>128,691</b>	<b>52,962</b>

## **Financial Statements**

### **Income Statement**

#### *Expenses*

1. The Total Cost of Services in the 2023-24 Budget Year increases compared to the 2022-23 Estimated Actual, primarily due to the carryover of unspent capital grants into 2023-24, reflective of current market conditions in the building and construction industry.

### **Statement of Financial Position**

2. Total current assets decreases from the 2022-23 Estimated Actual to the 2023-24 Budget Year, largely due to the budgeted drawdown of cash reserves to deliver projects and programs following approved carryover adjustments.

### **Statement of Cashflows**

3. Cash assets held at the end of the reporting period decreases from the 2022-23 Estimated Actual to the 2023-24 Budget Year, primarily due to the carryover of unspent capital grants into 2023-24, reflective of current market conditions in the building and construction industry.

**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
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	102,544	111,697	121,963	124,327	120,564	120,953	123,265
Grants and subsidies <sup>(c)</sup> .....	201,782	303,391	203,914	393,435	159,219	128,864	122,437
Supplies and services .....	36,244	38,724	49,621	61,472	50,597	47,935	45,941
Accommodation .....	30,289	31,244	33,541	31,106	29,699	28,712	28,722
Depreciation and amortisation .....	15,996	23,254	23,036	23,437	23,807	23,808	23,811
Finance and interest costs .....	23	33	22	39	38	37	34
Other expenses .....	31,160	9,066	10,100	41,430	12,111	20,421	8,921
<b>TOTAL COST OF SERVICES .....</b>	<b>418,038</b>	<b>517,409</b>	<b>442,197</b>	<b>675,246</b>	<b>396,035</b>	<b>370,730</b>	<b>353,131</b>
<b>Income</b>							
Sale of goods and services .....	18,030	24,716	28,936	30,377	30,989	31,337	31,770
Regulatory fees and fines .....	3,211	9,377	11,420	17,734	13,971	10,217	10,455
Grants and subsidies .....	16,206	18,445	21,325	30,393	2,853	14,103	3,353
Other revenue .....	18,833	4,943	4,941	4,997	5,000	5,003	5,003
<b>Total Income .....</b>	<b>56,280</b>	<b>57,481</b>	<b>66,622</b>	<b>83,501</b>	<b>52,813</b>	<b>60,660</b>	<b>50,581</b>
<b>NET COST OF SERVICES .....</b>	<b>361,758</b>	<b>459,928</b>	<b>375,575</b>	<b>591,745</b>	<b>343,222</b>	<b>310,070</b>	<b>302,550</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	305,679	402,419	376,686	378,622	307,398	282,227	283,017
Resources received free of charge .....	1,935	1,334	1,334	1,334	1,334	1,334	1,334
Special Purpose Account(s) <sup>(d)</sup>							
Digital Capability Fund .....	-	1,010	-	-	-	-	-
National Redress Scheme .....	-	647	647	656	-	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	21,803	14,768	16,952	15,421	13,553	13,609	11,735
Regional Infrastructure and Headworks							
Fund .....	140	140	140	140	140	140	140
Other appropriations .....	-	-	72	32,242	48	55	-
Other revenues .....	12,029	6,267	6,267	6,150	6,240	6,242	6,242
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>341,586</b>	<b>426,585</b>	<b>402,098</b>	<b>434,565</b>	<b>328,713</b>	<b>303,607</b>	<b>302,468</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(20,172)</b>	<b>(33,343)</b>	<b>26,523</b>	<b>(157,180)</b>	<b>(14,509)</b>	<b>(6,463)</b>	<b>(82)</b>

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

(b) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 950, 1,023 and 1,031 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 \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
Activate Perth .....	-	-	250	250	250	250	-
Albany Motorplex Complex .....	1,400	4,100	2,000	2,100	-	-	-
Albany Surf Lifesaving Club .....	-	1,600	820	780	-	-	-
Alkimos Aquatic and Recreation Centre .....	-	4,000	500	8,000	1,000	-	-
All Abilities Play Space in Clarkson .....	-	1,150	200	2,400	-	-	-
All Abilities Playground/s in Forrestfield .....	150	1,000	-	850	-	-	-
Arts and Culture Trust - Perth Concert Hall							
Operational Grants .....	250	821	821	821	821	821	821
Arts Lotteries Account .....	18,034	17,791	20,781	25,661	22,949	23,476	20,283
Arts Projects and Programs .....	13,444	9,440	9,440	9,440	9,440	9,440	9,440
Australian Football League Kimberley Partnership .....	500	1,000	500	500	500	500	500
Australian Research Council .....	11	-	-	-	-	-	-
Aveley Football Club Lighting Upgrade .....	300	-	-	-	-	-	-
Balcatta Football Club Amenities Upgrade .....	-	1,000	900	100	-	-	-
Baldivis Indoor Recreation Centre .....	6,500	2,500	500	-	-	-	-
Bayswater Urban Forest .....	-	1,000	200	800	-	-	-
Beach Emergency Numbering System .....	32	494	65	431	-	-	-
Better Beginnings Program Community Grants .....	196	225	225	225	225	225	225
Bunbury Back Beach Ocean Pool Feasibility .....	250	-	-	-	-	-	-
Bunbury Hands Oval Rebuild .....	-	2,000	4,000	4,000	-	-	-
Bunbury Indoor Basketball Courts .....	-	6,000	650	7,350	-	-	-
Bunbury Upgrades to Hay Park .....	-	-	100	-	-	-	-
Burtonia and Marseille Gardens Recreation Space .....	-	1,500	400	1,100	-	-	-
Byford Nature Splash Park .....	-	1,340	-	1,340	-	-	-
Byford Skate Park Youth Precinct - Stage Two .....	400	-	-	400	-	-	-
Canning Vale Regional Open Space .....	-	5,000	-	10,000	-	-	-
Capital Works Grant Funding for Culturally and							
Linguistically Diverse Communities .....	929	-	-	3,000	3,000	-	-
Charlotte's Vineyard Sports Pavilion - Upgrade .....	480	630	-	150	-	-	-
Chung Wah Association Community Centre .....	-	5,000	-	5,000	-	-	-
City Activation Grants .....	-	-	3,716	-	-	-	-
City of Joondalup Cycling Infrastructure .....	-	-	-	1,200	-	-	-
Cockburn Aquatic and Recreation Centre .....	-	-	2,500	-	-	-	-
Collie Mineworkers Memorial Pool Enclosure .....	-	850	-	850	-	-	-
Collie Recreation Ground Replacement of							
Light Poles and New LED Lighting .....	400	-	-	-	-	-	-
Community Engagement and Funding .....	105	-	-	-	-	-	-
Community Languages Program .....	1,084	1,113	1,113	1,113	1,113	1,113	1,113
Community Sporting and Recreation Facilities							
Fund .....	12,836	12,742	10,241	27,472	21,971	12,262	11,471
Community Sporting and Recreation Facilities							
Fund - Female Changerooms Fund .....	500	500	500	500	500	500	500
Connecting to Country .....	467	450	450	500	500	500	500
Contemporary Music Fund .....	1,994	750	750	750	750	750	750
COVID-19 Crisis - Indonesian .....	2,000	-	-	-	-	-	-
COVID-19 Response - Business Assistance							
and Support Grants .....	3,140	-	6,930	-	-	-	-
Craigie Leisure Centre Gymnasium Upgrades .....	1,000	1,900	1,900	-	-	-	-
Creative Learning Program .....	-	1,769	3,541	1,766	1,763	1,763	1,763
Dalyellup Multi-purpose Centre Youth Facility							
and Library .....	-	7,000	-	7,350	150	-	-
Documenting and Teaching Traditional							
Aboriginal Language .....	-	125	125	-	-	-	-
Donnybrook and Districts Sporting and							
Recreation Precinct .....	-	5,750	750	5,000	-	-	-
Dorrien Gardens .....	-	-	200	-	-	-	-
East Fremantle Oval Precinct .....	2,500	18,000	13,000	9,500	-	-	-
Eaton Bowling Club Upgrade .....	800	-	200	-	-	-	-
Ellenbrook Community Hub .....	-	1,750	60	1,940	-	-	-
Ellenbrook Recreation Centre .....	3,000	-	-	5,000	-	-	-
Ellenbrook Youth Centre .....	1,000	860	1,040	-	-	-	-
Financial Assistance for Pet Rescue							
Organisations .....	200	200	500	400	400	400	400
Fitzroy Crossing Town Oval .....	-	4,000	-	4,000	-	-	-
Fremantle City Football Club Upgrade of							
Women's Facilities .....	-	600	550	250	-	-	-
Geraldton Basketball Stadium Upgrade .....	2,000	-	1,500	-	-	-	-
Getting the Show Back on the Road .....	12,164	-	2,888	-	-	-	-
Goodchild Park Upgrade Club Rooms .....	350	-	-	-	-	-	-
Gosnells City Soccer Club .....	-	-	130	-	-	-	-
Grants Carryover - Lotteries, Royalties for Regions	726	2,484	101	-	-	-	-
Grants to Multicultural Groups .....	120	-	-	-	-	-	-
Greenwood Scout and Guide Hall Redevelopment	-	600	450	150	-	-	-

	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
Guide Dogs Western Australia Breeding Program..	5,000	-	-	-	-	-	-
Hamer Park/Inglewood Oval Redevelopment.....	1,200	100	100	-	-	-	-
HBF Arena New Amenity Block.....	520	-	-	-	-	-	-
Heathridge Park Community and Sporting Facilities Upgrade.....	-	2,500	-	2,500	-	-	-
John Connell Sporting Reserve - Upgrade .....	100	500	475	50	-	-	-
Kalgoorlie Basketball Redevelopment .....	1,000	3,000	-	4,000	-	-	-
Kalgoorlie Motorsports Precinct.....	-	1,000	1,950	-	-	-	-
Keirnan Park Recreation Precinct.....	500	15,000	3,500	16,400	100	-	-
Kidsport .....	6,836	4,624	3,218	9,124	6,624	4,624	4,624
Kimberley Aboriginal Law and Cultural Centre Juluru.....	125	125	125	-	-	-	-
Kingsway Regional Sporting Complex.....	-	1,517	2,517	-	-	-	-
Kununurra Leisure Centre Redevelopment.....	-	5,500	250	5,750	-	-	-
Kununurra Water Playground .....	-	200	1,700	-	-	-	-
Leschenault Leisure Centre Expansion .....	250	2,750	750	2,000	-	-	-
Lighting Project Club Night Program.....	187	2,500	1,656	3,344	2,500	2,500	2,500
Local Projects Local Jobs Program .....	188	250	-	250	-	-	-
Lotterywest Creative Communities COVID-19 Recovery Program .....	3,322	-	70	-	-	-	-
Madeley Youth Centre .....	-	2,750	1,000	1,750	-	-	-
Maida Vale Reserve Pavilions.....	125	2,275	-	2,275	-	-	-
Mowanjum Community New Change Rooms...	300	-	200	-	-	-	-
Multicultural Community Grants .....	1,016	1,060	1,060	1,310	1,310	1,310	1,310
Nature Play Western Australia .....	400	401	401	401	401	401	401
Off-Road Vehicles Fund .....	30	-	-	-	-	-	-
Other Cultural Programs .....	197	444	444	444	444	444	444
Partnership Acceptance Learning Sharing.....	568	695	823	695	695	695	695
Perth Football Club Redevelopment - Lathlain Park .....	-	-	-	2,000	-	-	-
Perth Institute of Contemporary Arts.....	73	-	-	-	-	-	-
Perth Soccer Club - Dorrien Gardens Upgrades .....	-	-	500	-	-	-	-
Port Hedland Sporting and Community Hub .....	6,500	8,500	3,500	-	-	-	-
Public Library Materials (Local Governments)....	8,403	8,347	8,347	8,327	8,327	8,327	8,327
Public Library Strategy (Regional Subsidies)...	231	140	140	140	140	140	140
Ray Owen Reserve.....	-	2,600	-	4,800	-	-	-
Regional Arts and Cultural Investment Program .....	4,491	4,680	5,037	4,680	4,680	4,680	4,680
Regional Athlete Support Program .....	809	1,292	1,372	1,400	1,450	1,500	-
Regional Collections Development Program - Phase Two .....	408	-	-	-	-	-	-
Regional Exhibition Touring Boost.....	2,010	1,450	1,450	2,000	2,000	2,000	2,000
Regional Museums Grants.....	-	250	296	-	-	-	-
Rickman Delawney Capital Works Package Contribution.....	450	50	-	50	-	-	-
Rockingham Aqua Jetty Stage Two.....	-	9,000	-	9,000	500	-	-
Scott Reserve Inclusive New Room Facilities.....	125	1,875	-	1,875	-	-	-
Screen Organisation Investment Program .....	3,117	3,117	3,117	3,117	3,117	3,117	3,117
Small Election Commitments.....	5,159	-	553	100	-	-	-
Sorrento Football Club Upgrade of Change Rooms, Improved Disability Access and New Lights ..	100	600	500	100	-	-	-
Sorrento Surf Life Saving Club .....	-	8,000	-	8,000	-	-	-
Southern River Youth Plaza .....	-	2,000	-	2,000	-	-	-
Sport and Recreation Industry Support.....	116	-	-	-	-	-	-
Sports Lotteries Account .....	16,373	17,791	23,372	24,861	22,949	19,976	20,283
State Sporting Infrastructure Fund.....	2,175	3,148	2,648	2,500	2,000	2,000	2,000
Stephen Michael Foundation.....	200	-	-	200	200	200	200
Stop Puppy Farming - Transition Package .....	-	-	-	1,000	-	-	-
Trails Conference.....	117	-	-	-	-	-	-
VisAbility Inc .....	185	185	185	185	185	185	185
WACA Ground Redevelopment.....	10,000	17,000	5,000	83,200	12,500	1,000	-
Wanneroo Amateur Football Club Upgrades and Expansion .....	-	500	-	500	-	-	-
Wanneroo Recreation Centre Upgrade .....	-	5,000	-	5,000	-	-	-
Warmun Community Upgrades to Basketball Courts .....	-	2,350	350	2,000	-	-	-
Warradale Community Centre Expansion.....	-	-	50	-	-	-	-
Western Australian Football Commission .....	11,767	12,400	12,400	12,400	12,400	12,400	12,400
Western Australian Holocaust Museum.....	-	3,000	5,000	500	-	-	-
Western Australian Institute of Sport .....	2,288	2,416	2,416	2,416	2,416	2,416	2,416
Western Australian Production Attraction Incentive .....	8,959	6,675	7,955	5,952	4,949	4,949	4,949
Western Australian Regional Screen Fund .....	6,400	4,000	4,000	1,600	4,000	4,000	4,000
Woodvale Skate Park Development .....	-	800	-	800	-	-	-
Yamatji Nation Heritage .....	200	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>201,782</b>	<b>303,391</b>	<b>203,914</b>	<b>393,435</b>	<b>159,219</b>	<b>128,864</b>	<b>122,437</b>

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	144,173	17,786	163,709	17,606	10,824	8,537	8,490
Restricted cash .....	74,775	39,183	56,584	42,871	33,942	30,392	30,392
Holding Account receivables .....	1,385	1,385	1,385	1,385	1,385	1,630	1,875
Receivables .....	7,897	7,153	7,897	7,897	7,897	7,855	7,813
Other.....	3,555	6,666	3,555	3,555	3,555	3,555	3,555
Total current assets .....	231,785	72,173	233,130	73,314	57,603	51,969	52,125
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	201,324	223,184	222,974	245,017	267,429	289,596	311,763
Property, plant and equipment.....	1,433,057	1,489,973	1,480,897	1,538,367	1,703,483	1,808,602	1,837,911
Intangibles .....	10,027	10,880	9,860	12,461	12,461	12,461	12,461
Restricted cash .....	2,014	2,585	2,395	2,781	3,167	3,564	3,564
Other.....	14,348	17,235	14,348	14,348	14,348	14,348	14,348
Total non-current assets .....	1,660,770	1,743,857	1,730,474	1,812,974	2,000,888	2,128,571	2,180,047
<b>TOTAL ASSETS .....</b>	<b>1,892,555</b>	<b>1,816,030</b>	<b>1,963,604</b>	<b>1,886,288</b>	<b>2,058,491</b>	<b>2,180,540</b>	<b>2,232,172</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	20,675	20,581	20,675	20,675	20,675	20,675	20,675
Payables .....	20,229	6,489	20,244	20,244	20,243	20,297	20,352
Borrowings and leases .....	335	354	315	316	316	328	312
Other.....	5,831	7,525	5,831	5,831	5,831	5,831	5,831
Total current liabilities .....	47,070	34,949	47,065	47,066	47,065	47,131	47,170
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	3,687	5,569	4,068	4,454	4,840	4,840	4,840
Borrowings and leases .....	475	619	464	398	415	373	281
Other.....	17	-	17	17	17	17	17
Total non-current liabilities .....	4,179	6,188	4,549	4,869	5,272	5,230	5,138
<b>TOTAL LIABILITIES.....</b>	<b>51,249</b>	<b>41,137</b>	<b>51,614</b>	<b>51,935</b>	<b>52,337</b>	<b>52,361</b>	<b>52,308</b>
<b>EQUITY</b>							
Contributed equity .....	993,727	1,057,244	1,028,746	1,108,711	1,273,437	1,402,400	1,454,642
Accumulated surplus/(deficit).....	315,092	188,996	337,424	179,769	164,785	157,847	157,290
Reserves.....	532,487	528,653	545,820	545,873	567,932	567,932	567,932
<b>Total equity .....</b>	<b>1,841,306</b>	<b>1,774,893</b>	<b>1,911,990</b>	<b>1,834,353</b>	<b>2,006,154</b>	<b>2,128,179</b>	<b>2,179,864</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>1,892,555</b>	<b>1,816,030</b>	<b>1,963,604</b>	<b>1,886,288</b>	<b>2,058,491</b>	<b>2,180,540</b>	<b>2,232,172</b>

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

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	282,320	379,174	353,651	355,194	283,601	258,430	259,220
Capital appropriation .....	25,599	64,103	40,622	74,568	163,208	127,521	51,896
Holding Account drawdowns .....	1,385	1,385	1,385	1,385	1,385	1,385	1,385
Special Purpose Account(s)							
Climate Action Fund .....	-	-	-	500	-	-	-
Digital Capability Fund .....	-	1,402	1,402	3,797	1,518	1,546	456
Royalties for Regions Fund							
Regional Community Services Fund.....	18,825	14,768	16,952	15,421	13,553	13,609	11,735
Regional Infrastructure and Headworks							
Fund.....	140	140	140	140	140	140	140
Receipts paid into Consolidated Account.....	-	-	(8,105)	-	-	-	-
Other.....	9,975	6,914	8,014	7,906	6,240	6,248	6,248
Administered appropriations .....	-	-	72	32,242	48	55	-
<b>Net cash provided by Government .....</b>	<b>338,244</b>	<b>467,886</b>	<b>414,133</b>	<b>491,153</b>	<b>469,693</b>	<b>408,934</b>	<b>331,080</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(104,269)	(111,316)	(121,582)	(123,941)	(120,178)	(120,964)	(123,276)
Grants and subsidies.....	(193,977)	(303,391)	(203,914)	(393,435)	(159,219)	(128,864)	(122,437)
Supplies and services .....	(40,543)	(37,005)	(47,902)	(59,741)	(49,305)	(46,633)	(44,640)
Accommodation .....	(21,815)	(31,244)	(33,541)	(31,106)	(29,699)	(28,702)	(28,712)
GST payments .....	(26,964)	(30,303)	(30,303)	(22,989)	(19,874)	(19,874)	(19,874)
Finance and interest costs.....	(12)	(38)	(22)	(39)	(38)	(37)	(34)
Other payments.....	(19,698)	(9,926)	(10,960)	(9,802)	(12,544)	(20,874)	(9,373)
<b>Receipts <sup>(b)</sup></b>							
Regulatory fees and fines .....	3,926	9,377	11,420	17,734	13,971	10,217	10,455
Grants and subsidies.....	16,680	18,445	21,325	30,393	2,853	14,151	3,401
Sale of goods and services.....	23,225	23,831	28,051	29,492	30,182	30,529	30,962
GST receipts .....	26,688	30,303	30,303	22,989	19,874	19,874	19,874
Other receipts .....	13,509	5,828	5,826	5,882	5,807	5,810	5,810
<b>Net cash from operating activities .....</b>	<b>(323,250)</b>	<b>(435,439)</b>	<b>(351,299)</b>	<b>(534,563)</b>	<b>(318,170)</b>	<b>(285,367)</b>	<b>(277,844)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(40,122)	(82,100)	(57,089)	(115,703)	(166,530)	(128,691)	(52,962)
<b>Net cash from investing activities.....</b>	<b>(40,122)</b>	<b>(82,100)</b>	<b>(57,089)</b>	<b>(115,703)</b>	<b>(166,530)</b>	<b>(128,691)</b>	<b>(52,962)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases .....	(417)	(315)	(303)	(317)	(318)	(316)	(321)
<b>Net cash from financing activities.....</b>	<b>(417)</b>	<b>(315)</b>	<b>(303)</b>	<b>(317)</b>	<b>(318)</b>	<b>(316)</b>	<b>(321)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>(25,545)</b>	<b>(49,968)</b>	<b>5,442</b>	<b>(159,430)</b>	<b>(15,325)</b>	<b>(5,440)</b>	<b>(47)</b>
Cash assets at the beginning of the reporting period .....	251,921	115,084	226,544	228,270	68,840	53,515	48,075
Net cash transferred to/from other agencies ....	168	-	(3,716)	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>226,544</b>	<b>65,116</b>	<b>228,270</b>	<b>68,840</b>	<b>53,515</b>	<b>48,075</b>	<b>48,028</b>

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

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

**NET APPROPRIATION DETERMINATION (a)(b)**

	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			
<b>Regulatory Fees and Fines</b>							
Liquor Fees Revenue .....	3,807	9,240	7,334	7,748	7,848	8,044	8,282
Off-Road Vehicle Fees Revenue .....	119	137	136	185	278	278	278
Office of the Independent Monitor .....	-	-	3,950	7,900	3,950	-	-
Western Australian Centralised Registration System .....	-	-	-	1,901	1,895	1,895	1,895
<b>Grants and Subsidies</b>							
Direct Grants and Subsidies Receipts .....	2,994	13,415	6,979	14,354	1,854	13,136	3,401
Provision of Services to the Commonwealth .....	13,686	5,030	14,346	16,039	999	1,015	-
<b>Sale of Goods and Services</b>							
Other .....	15,491	14,468	18,655	19,938	20,367	20,714	21,147
Provision of Services to the Racing and Gaming Industries .....	4,745	4,442	4,442	4,484	4,647	4,647	4,647
Revenue Received for the Provision of Accommodation and Recreation Programs ....	2,989	4,921	4,954	5,070	5,168	5,168	5,168
<b>GST Receipts</b>							
GST Input Credits .....	23,456	27,487	27,487	21,230	18,043	18,043	18,043
GST Receipts on Sales .....	3,232	2,816	2,816	1,759	1,831	1,831	1,831
<b>Other Receipts</b>							
Other Receipts .....	12,344	4,121	4,121	4,177	4,102	4,105	4,105
Rental Income .....	1,165	1,707	1,705	1,705	1,705	1,705	1,705
<b>TOTAL .....</b>	<b>84,028</b>	<b>87,784</b>	<b>96,925</b>	<b>106,490</b>	<b>72,687</b>	<b>80,581</b>	<b>70,502</b>

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

(b) The Art Gallery of Western Australia, Arts and Culture Trust, Library Board of Western Australia and the Western Australian Museum are statutory authorities and as a result are excluded from the Net Appropriation Determination.

**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			
<b>INCOME</b>							
<b>Taxation</b>							
Casino Tax .....	49,225	53,000	53,000	54,000	54,000	54,000	54,000
<b>Other</b>							
Appropriation .....	83,610	42,221	54,488	44,711	46,155	47,367	48,107
Combat Sports Commission Appropriation .....	945	953	956	964	974	975	975
Revenue .....	39	-	-	-	-	-	-
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>133,819</b>	<b>96,174</b>	<b>108,444</b>	<b>99,675</b>	<b>101,129</b>	<b>102,342</b>	<b>103,082</b>
<b>EXPENSES</b>							
<b>Grants to Charitable and Other Public Bodies</b>							
Grants to Individuals Problem Gambling ....	500	500	500	500	500	500	500
<b>Statutory Authorities</b>							
Gaming and Wagering Commission .....	-	-	167	353	-	-	-
<b>Subsidies and Concessions</b>							
Subsidies to Gambling and Betting Agencies and Bookmakers .....	35,079	41,721	62,560	43,699	45,451	46,617	47,310
<b>Other</b>							
Combat Sports Commission Expenditure ...	945	953	956	964	974	975	975
Receipts Paid into the Consolidated Account .....	48,769	53,000	53,000	54,000	54,000	54,000	54,000
Regional Cemeteries Boards .....	-	-	156	159	204	250	297
Rugby Western Australia Loan .....	1,015	-	-	-	-	-	-
Small Business Severe Tropical Cyclone Seroja Grants Scheme .....	150	-	-	-	-	-	-
Small Business Lockdown Assistance Grants Program .....	32,563	-	-	-	-	-	-
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>119,021</b>	<b>96,174</b>	<b>117,339</b>	<b>99,675</b>	<b>101,129</b>	<b>102,342</b>	<b>103,082</b>



## Agency Special Purpose Account Details

### ARTS LOTTERIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The purpose of the Account is to hold moneys received, pursuant to section 22(2)(c) and 22(3) of the *Lotteries Commission Act 1990*, to be applied in such proportions and among such bodies engaged in the conduct of cultural activities in the State.

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance .....	10,662	4,000	14,148	14,004
Receipts: Appropriations.....	21,520	17,791	20,637	18,661
	32,182	21,791	34,785	32,665
Payments .....	18,034	17,791	20,781	25,661
<b>CLOSING BALANCE .....</b>	<b>14,148</b>	<b>4,000</b>	<b>14,004</b>	<b>7,004</b>

### COMMUNITY SPORTING AND RECREATION FACILITIES SPECIAL PURPOSE ACCOUNT

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

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance .....	8,923	7,294	9,791	11,021
Receipts: Appropriations.....	13,000	12,000	12,000	19,500
	21,923	19,294	21,791	30,521
Payments .....	12,132	12,742	10,770	28,001
<b>CLOSING BALANCE .....</b>	<b>9,791</b>	<b>6,552</b>	<b>11,021</b>	<b>2,520</b>

### SPORTS LOTTERIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The purpose of the Account is to hold moneys received, pursuant to section 22(2)(c) and 22(3) of the *Lotteries Commission Act 1990*, to be applied in such proportions and among such bodies engaged in the conduct of sport in the State.

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000
Opening Balance .....	7,237	4,399	12,435	9,700
Receipts: Appropriations.....	21,520	17,791	20,637	18,661
	28,757	22,190	33,072	28,361
Payments .....	16,322	17,791	23,372	24,861
<b>CLOSING BALANCE .....</b>	<b>12,435</b>	<b>4,399</b>	<b>9,700</b>	<b>3,500</b>

# Division 37 Western Australian Sports Centre Trust

## Part 8 Community Services

### Appropriations, Expenses and Cash Assets

	2021-22 Actual \$'000	2022-23 Budget \$'000	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 80 Net amount appropriated to deliver services .....	115,011	89,538	117,327	102,110	101,216	105,409	103,925
Total appropriations provided to deliver services.....	115,011	89,538	117,327	102,110	101,216	105,409	103,925
<b>CAPITAL</b>							
Item 145 Capital Appropriation <sup>(a)</sup> .....	31,839	34,281	24,326	38,829	26,223	31,016	25,377
<b>TOTAL APPROPRIATIONS</b> .....	146,850	123,819	141,653	140,939	127,439	136,425	129,302
<b>EXPENSES</b>							
Total Cost of Services .....	246,897	258,251	286,128	299,028	302,013	310,495	315,180
Net Cost of Services <sup>(b)</sup> .....	114,324	92,685	120,574	105,286	104,391	108,533	108,618
<b>CASH ASSETS</b> <sup>(c)</sup> .....	112,285	57,913	82,535	80,407	77,649	74,904	74,804

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

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

(c) As at 30 June each financial year.

### Spending Changes

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

	2022-23 Estimated Actual \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>New Initiative</b>					
State Football Centre - Pre-operational Funding.....	1,120	-	-	-	-
<b>Other</b>					
Depreciation Update .....	4,869	4,869	4,869	4,869	2,869
Expenditure Forecast Alignment.....	14,678	31,061	32,809	34,482	35,897
Optus Stadium Finance Interest Costs .....	8,428	7,292	4,728	3,297	3,301
Optus Stadium Maintenance Obligations.....	1,872	4,513	7,816	14,524	(76)
Public Sector Wages Policy .....	4,616	3,533	4,422	5,141	5,948

## Significant Issues Impacting the Agency

1. The return of live events will continue to contribute to making Western Australia a great place to live, work, visit and invest with world class acts featuring in venue event calendars. The provisional schedule for Perth-hosted events at key venues in 2023-24 is strong. However, the competition provided by alternative venues at other Australian destinations is significant. The industry has seen more rescheduling of tours than ever before, and this new level of fluidity combined with pressure on discretionary consumer spending will continue to impact on ticket purchasing patterns and spend at events in the coming year.
2. The State will host the largest series of international football matches Western Australia has ever seen, with five matches of the 2023 FIFA Women's World Cup being held at the newly upgraded Perth Rectangular Stadium venue. The tournament is expected to deliver millions of dollars of economic benefits to Western Australia and will leave a lasting legacy in terms of upgraded venue facilities, which will assist the State to continue to attract sporting content for years to come.
3. The latest inclusion in the portfolio of assets managed, the State Football Centre, will be opened and commissioned early in the financial year under a co-management agreement with Football West. The State Football Centre, jointly funded by the State and Commonwealth Governments, will be home to Football West's day-to-day administration and includes a two-storey building with a grandstand, two competition pitches and training pitches, on-site parking, and three five-a-side playing pitches.
4. The low unemployment rate in Western Australia continues to impact the supply chain and labour workforce, with the ability to secure and scale the casual workforce throughout the financial year being further challenged by the higher volume of events, and competition for casual workers.
5. Public safety and security are intrinsic to the success of every event. In addition to comprehensive event planning in collaboration with the Western Australia Police Force and other essential service providers, a program of infrastructure upgrades continues to be executed across the higher profile venues to mitigate security risks. Ensuring that VenuesWest has the necessary capacity and capability to prepare for, react to, and recover from any public safety incident remains of utmost importance.
6. The operational performance of the venues within VenuesWest's portfolio is largely determined by the standard and conditions of the facilities themselves. Ensuring compliance with world class training and competition standards is essential to attract both major sporting competitions and training activities. The success of commercial activities and entertainment events requires well-planned asset maintenance and renewal. VenuesWest will continue to utilise its Master Planning, High Performance Sport Strategy and Strategic Asset Investment Planning to guide capital investment decisions and advice across the extensive portfolio of State assets, which are at different stages in their lifecycle.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Sustainable, accessible and profitable State assets delivering sport, recreation and entertainment opportunities for Western Australians.	1. Deliver Training and Competition Facilities for High Performance Sport 2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences

### 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. Deliver Training and Competition Facilities for High Performance Sport .....	159,964	174,547	191,814	201,393	203,293	210,039	213,468
2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences .....	86,933	83,704	94,314	97,635	98,720	100,456	101,712
<b>Total Cost of Services .....</b>	<b>246,897</b>	<b>258,251</b>	<b>286,128</b>	<b>299,028</b>	<b>302,013</b>	<b>310,495</b>	<b>315,180</b>

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
<b>Outcome: Sustainable, accessible and profitable State assets delivering sport, recreation and entertainment opportunities for Western Australians:</b>					
Percentage of targeted sports where venues meet international competition standards .....	94%	89%	94%	89%	
High performance sport user satisfaction .....	98%	90%	90%	90%	
Level of patronage .....	4.6 million	6.1 million	6 million	7 million	1
Customer satisfaction .....	93%	92%	91%	92%	

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

### Explanation of Significant Movements

(Notes)

1. Pent-up supply and demand for event content is expected to drive increased attendance at venues in 2023-24, with an increase in bookings of major events at key venues already evident.

## Services and Key Efficiency Indicators

### 1. Deliver Training and Competition Facilities for High Performance Sport

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	159,964	174,547	191,814	201,393	1
Less Income .....	93,183	110,478	110,477	128,089	1
Net Cost of Service .....	66,781	64,069	81,337	73,304	
<b>Employees (Full-Time Equivalents) .....</b>	<b>293</b>	<b>328</b>	<b>328</b>	<b>328</b>	<b>2</b>
<b>Efficiency Indicators</b>					
The subsidy VenuesWest provides to high performance sport and training competition <sup>(a)</sup> .....	59%	67%	60%	62%	1

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

### Explanation of Significant Movements

(Notes)

- Numbers reflect the continued recovery from the impacts of COVID-19, with activity returning to pre-COVID-19 pandemic levels in 2022-23 and across the forward estimates period.
- Full-time equivalents growth from the 2021-22 Actual to the 2022-23 Budget reflects a return to established levels for full-time staff and increased casual hours required to manage the significantly higher activity in 2022-23 following more than two years of reduced event activity due to the COVID-19 pandemic.

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

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

	2021-22 Actual	2022-23 Budget	2022-23 Estimated Actual	2023-24 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	86,933	83,704	94,314	97,635	1
Less Income .....	39,390	55,088	55,077	65,653	1
Net Cost of Service .....	47,543	28,616	39,237	31,982	
<b>Employees (Full-Time Equivalents) .....</b>	<b>269</b>	<b>307</b>	<b>307</b>	<b>317</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Commercial expense ratio <sup>(a)</sup> .....	79%	90%	80%	87%	1

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

### Explanation of Significant Movements

(Notes)

- Numbers reflect the continued recovery from the impacts of COVID-19, with activity returning to pre-COVID-19 pandemic levels in 2022-23 and across the forward estimates period.
- Full-time equivalents growth from the 2021-22 Actual to the 2023-24 Budget reflects a return to established levels for full-time staff and increased casual hours required to deal with significantly higher activity than expected following more than two years of reduced event activity due to the COVID-19 pandemic.

## Asset Investment Program

1. The Asset Investment Program for 2023-24 provides for the following significant expenditures:
  - 1.1. \$23.7 million to enable maintenance and replacement of building, infrastructure, plant and equipment assets in accordance with VenuesWest's asset maintenance plan;
  - 1.2. \$3.2 million to continue capital works at Optus Stadium to satisfy contractually obliged replacement of stadium assets and approved operator expenditure;
  - 1.3. \$2.7 million to provide security infrastructure upgrades to improve public and patron safety outcomes at key venues;
  - 1.4. \$1.5 million for HBF Park Stadium modifications to enable the hosting of the FIFA Women's World Cup 2023 event and provide legacy benefits for an enhanced stadium;
  - 1.5. \$1.3 million to address deficiencies identified by a Building Condition Audit of VenuesWest's asset base; and
  - 1.6. \$755,000 to continue upgrades to the HBF Arena Netball Toilets, which will provide improved facilities for both netball and hockey patrons.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
<b>Election Commitment</b>							
HBF Arena Netball Toilets .....	1,024	269	250	755	-	-	-
<b>COVID-19 Response</b>							
Additional Upgrades and Maintenance .....	2,568	2,076	296	492	-	-	-
<b>Other Works in Progress</b>							
Buildings Condition Audit .....	8,203	295	295	1,339	739	2,915	2,915
<b>Capital Upgrades and Maintenance</b>							
2020-21 Program .....	11,414	9,834	913	1,580	-	-	-
2021-22 Program .....	9,848	7,545	4,161	2,303	-	-	-
2022-23 Program .....	11,610	4,965	4,965	6,645	-	-	-
HBF Park - Stadium Modifications to Host 2023 FIFA Women's World Cup .....	35,943	34,443	28,828	1,500	-	-	-
Optus Stadium - Capital Works .....	39,807	6,978	1,678	3,183	7,522	14,602	7,522
Security Infrastructure Upgrades .....	12,265	7,154	1,591	2,711	2,400	-	-
Western Australian Athletics Stadium .....	5,195	4,767	2,340	428	-	-	-
<b>COMPLETED WORKS</b>							
<b>COVID-19 Response</b>							
HBF Park .....	1,935	1,935	896	-	-	-	-
HBF Stadium .....	3,903	3,903	2,816	-	-	-	-
Lighting Upgrades (HBF Stadium and HBF Arena) .....	1,100	1,100	368	-	-	-	-
Shade at Outdoor Pools .....	348	348	93	-	-	-	-
<b>Other Completed Works</b>							
Optus Stadium Building Cost Finalisation .....	23,500	23,500	23,500	-	-	-	-
RAC Arena - Commercial Product Innovation .....	1,500	1,500	1,383	-	-	-	-
<b>NEW WORKS</b>							
<b>Capital Upgrades and Maintenance</b>							
2023-24 Program .....	13,165	-	-	13,165	-	-	-
2024-25 Program .....	10,110	-	-	-	10,110	-	-
2025-26 Program .....	10,110	-	-	-	-	10,110	-
2026-27 Program .....	10,110	-	-	-	-	-	10,110
<b>Total Cost of Asset Investment Program .....</b>	<b>213,658</b>	<b>110,612</b>	<b>74,373</b>	<b>34,101</b>	<b>20,771</b>	<b>27,627</b>	<b>20,547</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			15,912	28,922	15,332	20,012	12,932
Drawdown from the Holding Account .....			6,790	5,744	5,439	7,615	7,615
Internal Funds and Balances <sup>(a)</sup> .....			30,102	335	900	100	100
Major Special Purpose Account(s)							
Drawdown from The New Perth Stadium Account <sup>(b)</sup> .....			22,469	-	-	-	-
Other <sup>(c)</sup> .....			(900)	(900)	(900)	(100)	(100)
<b>Total Funding .....</b>			<b>74,373</b>	<b>34,101</b>	<b>20,771</b>	<b>27,627</b>	<b>20,547</b>

(a) Carryover of prior year capital funding.

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

(c) Offsetting income for project initiatives/reclassification of capital works to operating expenditure.

## Financial Statements

### Income Statement

#### *Expenses*

1. The increase in the Total Cost of Services in the 2022-23 Estimated Actual compared with the 2022-23 Budget reflects increased activity and higher operating costs across venues, the impact of inflation on salaries costs, and other operating expenses such as cleaning and security services, higher interest rate costs under the Optus Stadium loan arrangement, and depreciation updates.
2. The increase in Total Cost of Services in the 2023-24 Budget Year compared with the 2022-23 Estimated Actual mostly relates to higher operating expenses in line with a return to pre-COVID-19 pandemic activity levels, inflationary pressures and updated interest costs (see Note 1), and an update to operating cost requirements under the 25-year Optus Stadium Design, Build, Finance and Maintain Contract with Westadium.

#### *Income*

3. The increase in total income in the 2023-24 Budget Year compared with the 2022-23 Estimated Actual, and in the 2022-23 Budget compared to the 2021-22 Actual, are due to higher revenues across VenuesWest's venues (mainly Optus Stadium and RAC Arena) as event activity and patronage returns to pre-COVID-19 levels.

### Statement of Cashflows

4. The increase in net cash provided by the Government in the 2022-23 Estimated Actual compared to the 2022-23 Budget largely reflects the additional service appropriation required to meet increased operating costs, the January 2023 settlement of the Optus Stadium build contract, and public sector wages policy outcomes.
5. The decrease in net cash provided by the Government in the 2023-24 Budget Year compared to the 2022-23 Estimated Actual reflects a reduced reliance on service appropriation as activity and sales revenue returns to pre-COVID-19 levels.

**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			
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	57,918	59,741	69,874	67,259	69,240	71,279	73,061
Grants and subsidies <sup>(c)</sup> .....	1,362	-	-	161	-	-	-
Supplies and services .....	58,872	74,694	79,454	97,508	101,578	109,094	111,824
Accommodation .....	12,470	9,899	11,567	13,266	13,436	13,572	13,708
Depreciation and amortisation .....	78,170	71,924	76,793	76,887	76,887	76,887	76,789
Finance and interest costs .....	18,339	18,342	26,770	25,228	22,054	20,623	19,379
Other expenses .....	19,766	23,651	21,670	18,719	18,818	19,040	20,419
<b>TOTAL COST OF SERVICES .....</b>	<b>246,897</b>	<b>258,251</b>	<b>286,128</b>	<b>299,028</b>	<b>302,013</b>	<b>310,495</b>	<b>315,180</b>
<b>Income</b>							
Sale of goods and services .....	109,909	137,808	137,808	149,986	153,214	156,509	159,871
Grants and subsidies .....	396	-	-	-	-	-	-
Other revenue .....	22,268	27,758	27,746	43,756	44,408	45,453	46,691
<b>Total Income .....</b>	<b>132,573</b>	<b>165,566</b>	<b>165,554</b>	<b>193,742</b>	<b>197,622</b>	<b>201,962</b>	<b>206,562</b>
<b>NET COST OF SERVICES .....</b>	<b>114,324</b>	<b>92,685</b>	<b>120,574</b>	<b>105,286</b>	<b>104,391</b>	<b>108,533</b>	<b>108,618</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	115,011	89,538	117,327	102,110	101,216	105,409	103,925
Other appropriations .....	-	-	-	-	-	-	4,163
Other revenues .....	53	2,648	2,648	430	430	430	430
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>115,064</b>	<b>92,186</b>	<b>119,975</b>	<b>102,540</b>	<b>101,646</b>	<b>105,839</b>	<b>108,518</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>740</b>	<b>(499)</b>	<b>(599)</b>	<b>(2,746)</b>	<b>(2,745)</b>	<b>(2,694)</b>	<b>(100)</b>

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

(b) The full-time equivalents for 2021-22 Actual, 2022-23 Estimated Actual and 2023-24 Budget Year are 562, 635 and 645 respectively.

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

**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			
<b>Brand Ambassador - Sponsorship and</b>							
Donations .....	62	-	-	61	-	-	-
<b>Commercial Sporting Franchise</b>							
Subsidy/Rebates .....	1,300	-	-	-	-	-	-
<b>Seed Funding - Urban Sports/E-sports .....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL .....</b>	<b>1,362</b>	<b>-</b>	<b>-</b>	<b>161</b>	<b>-</b>	<b>-</b>	<b>-</b>



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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	111,224	56,777	81,474	79,346	76,588	73,843	73,743
Restricted cash .....	1,061	1,136	1,061	1,061	1,061	1,061	1,061
Holding Account receivables .....	5,290	6,790	7,380	8,424	9,163	12,078	12,078
Receivables .....	12,291	11,440	12,291	12,291	12,291	12,291	12,291
Other.....	21,726	14,732	21,726	21,726	21,726	21,726	21,726
Total current assets .....	151,592	90,875	123,932	122,848	120,829	120,999	120,899
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	411,180	476,260	479,039	549,058	619,079	684,748	753,922
Property, plant and equipment.....	1,911,463	1,701,371	1,900,092	1,857,400	1,801,838	1,753,238	1,696,996
Intangibles .....	947	2,260	947	947	947	947	947
Total non-current assets .....	2,323,590	2,179,891	2,380,078	2,407,405	2,421,864	2,438,933	2,451,865
<b>TOTAL ASSETS .....</b>	<b>2,475,182</b>	<b>2,270,766</b>	<b>2,504,010</b>	<b>2,530,253</b>	<b>2,542,693</b>	<b>2,559,932</b>	<b>2,572,764</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	7,147	6,658	7,147	7,147	7,147	7,147	7,147
Payables .....	18,086	10,760	18,086	18,086	18,086	18,086	18,086
Borrowings and leases .....	8,492	10,005	9,985	11,068	11,769	11,773	11,773
Other.....	72,494	41,662	72,494	72,494	72,494	72,494	72,494
Total current liabilities .....	106,219	69,085	107,712	108,795	109,496	109,500	109,500
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	1,147	1,270	1,147	1,147	1,147	1,147	1,147
Borrowings and leases .....	337,934	328,069	328,013	316,934	305,195	294,108	281,663
Total non-current liabilities .....	339,081	329,339	329,160	318,081	306,342	295,255	282,810
<b>TOTAL LIABILITIES.....</b>	<b>445,300</b>	<b>398,424</b>	<b>436,872</b>	<b>426,876</b>	<b>415,838</b>	<b>404,755</b>	<b>392,310</b>
<b>EQUITY</b>							
Contributed equity .....	1,654,942	1,709,880	1,701,833	1,740,818	1,767,041	1,798,057	1,823,434
Accumulated surplus/(deficit).....	80,714	89,117	80,115	77,369	74,624	71,930	71,830
Reserves.....	294,226	73,345	285,190	285,190	285,190	285,190	285,190
Total equity .....	2,029,882	1,872,342	2,067,138	2,103,377	2,126,855	2,155,177	2,180,454
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>2,475,182</b>	<b>2,270,766</b>	<b>2,504,010</b>	<b>2,530,253</b>	<b>2,542,693</b>	<b>2,559,932</b>	<b>2,572,764</b>

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

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

	2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	43,141	17,668	40,588	25,303	25,017	29,210	27,136
Capital appropriation .....	31,839	34,281	24,326	38,829	26,223	31,016	25,377
Holding Account drawdowns .....	6,200	5,290	6,790	5,744	5,439	7,615	7,615
Special Purpose Account(s)							
The New Perth Stadium Account .....	-	-	22,469	-	-	-	-
Other.....	76	2,648	2,648	430	430	430	430
Administered appropriations .....	-	-	-	-	-	-	4,163
<b>Net cash provided by Government .....</b>	<b>81,256</b>	<b>59,887</b>	<b>96,821</b>	<b>70,306</b>	<b>57,109</b>	<b>68,271</b>	<b>64,721</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(57,579)	(59,741)	(69,874)	(67,259)	(69,240)	(71,279)	(73,061)
Grants and subsidies.....	(1,362)	-	-	(161)	-	-	-
Supplies and services .....	(57,745)	(73,385)	(78,894)	(96,662)	(101,450)	(108,958)	(110,984)
Accommodation .....	(12,470)	(9,928)	(11,596)	(13,302)	(13,434)	(13,569)	(13,704)
GST payments .....	(23,641)	(1,460)	(1,460)	(1,460)	(1,460)	(1,460)	(1,460)
Finance and interest costs.....	(18,622)	(18,342)	(26,770)	(25,222)	(22,033)	(20,602)	(19,358)
Other payments.....	(21,906)	(24,920)	(22,190)	(19,550)	(19,659)	(19,890)	(21,284)
<b>Receipts</b>							
Grants and subsidies.....	396	-	-	-	-	-	-
Sale of goods and services.....	129,069	158,538	158,526	165,701	168,929	172,224	175,586
GST receipts .....	25,682	1,460	1,460	1,460	1,460	1,460	1,460
Other receipts .....	22,220	7,027	7,027	28,041	28,693	29,751	30,976
<b>Net cash from operating activities .....</b>	<b>(15,958)</b>	<b>(20,751)</b>	<b>(43,771)</b>	<b>(28,414)</b>	<b>(28,194)</b>	<b>(32,323)</b>	<b>(31,829)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(19,125)	(32,810)	(74,373)	(34,101)	(20,771)	(27,627)	(20,547)
Proceeds from sale of non-current assets.....	7	-	-	-	-	-	-
<b>Net cash from investing activities.....</b>	<b>(19,118)</b>	<b>(32,810)</b>	<b>(74,373)</b>	<b>(34,101)</b>	<b>(20,771)</b>	<b>(27,627)</b>	<b>(20,547)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases .....	(7,406)	(8,427)	(8,427)	(9,919)	(10,902)	(11,066)	(12,445)
<b>Net cash from financing activities.....</b>	<b>(7,406)</b>	<b>(8,427)</b>	<b>(8,427)</b>	<b>(9,919)</b>	<b>(10,902)</b>	<b>(11,066)</b>	<b>(12,445)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD .....</b>	<b>38,774</b>	<b>(2,101)</b>	<b>(29,750)</b>	<b>(2,128)</b>	<b>(2,758)</b>	<b>(2,745)</b>	<b>(100)</b>
Cash assets at the beginning of the reporting period .....	73,511	60,014	112,285	82,535	80,407	77,649	74,904
<b>Cash assets at the end of the reporting period .....</b>	<b>112,285</b>	<b>57,913</b>	<b>82,535</b>	<b>80,407</b>	<b>77,649</b>	<b>74,904</b>	<b>74,804</b>

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

# Western Australian Institute of Sport

## Part 8 Community Services

### Asset Investment Program

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

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>COMPLETED WORKS</b>							
Asset Replacement - 2022-23 Program.....	143	143	143	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement							
2023-24 Program .....	143	-	-	143	-	-	-
2024-25 Program .....	143	-	-	-	143	-	-
2025-26 Program .....	143	-	-	-	-	143	-
2026-27 Program .....	143	-	-	-	-	-	143
<b>Total Cost of Asset Investment Program.....</b>	<b>715</b>	<b>143</b>	<b>143</b>	<b>143</b>	<b>143</b>	<b>143</b>	<b>143</b>
<b>FUNDED BY</b>							
Other Grants and Subsidies .....			143	143	143	143	143
<b>Total Funding .....</b>			<b>143</b>	<b>143</b>	<b>143</b>	<b>143</b>	<b>143</b>

# Lotteries Commission

## Part 8 Community Services

### Asset Investment Program

1. Over the forward estimates period, Lotterywest will invest:
  - 1.1. \$400,000 to develop business operating systems;
  - 1.2. \$3 million to maintain and enhance gaming products and services;
  - 1.3. \$1.6 million to maintain and replace ICT core systems and environments;
  - 1.4. \$4.3 million to renew and maintain plant and equipment, including a data and communications refresh, digital point-of-sale infrastructure and warehouse arrangements; and
  - 1.5. in a major overhaul of its existing gaming and support systems, primarily updating technologies that underpin core gaming systems, including online capabilities and in-store technology. The proposed expenditure is not disclosed due to ongoing commercial negotiations.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Business System Program .....	2,296	1,896	744	-	-	400	-
Gaming System Program .....	5,528	2,528	800	600	1,200	600	600
ICT Infrastructure Programs .....	9,423	7,823	2,249	400	400	400	400
Plant and Equipment Program .....	5,097	797	380	600	1,300	1,050	1,350
Property Program .....	2,200	1,500	1,500	700	-	-	-
<b>COMPLETED WORKS</b>							
Grant System Enhancement .....	988	988	438	-	-	-	-
Grant System Renewal .....	1,675	1,675	150	-	-	-	-
<b>NEW WORKS</b>							
Gaming System Renewal <sup>(a)</sup> .....	-	-	-	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>27,207</b>	<b>17,207</b>	<b>6,261</b>	<b>2,300</b>	<b>2,900</b>	<b>2,450</b>	<b>2,350</b>
<b>FUNDED BY</b>							
Internal Funds and Balances .....			6,261	2,300	2,900	2,450	2,350
<b>Total Funding .....</b>			<b>6,261</b>	<b>2,300</b>	<b>2,900</b>	<b>2,450</b>	<b>2,350</b>

(a) Commercial-in-confidence.

# Metropolitan Cemeteries Board

## Part 8 Community Services

### Asset Investment Program

1. The Board's Asset Investment Program (AIP) totals \$41 million and provides quality public cemetery services to meet increasing community expectations. The AIP supports the Board's strategic goal to ensure the State's metropolitan cemetery system remains financially sustainable over the long term.
2. In 2023-24, the AIP totals \$8.6 million and is focused on Infrastructure upgrades of amenities across all sites. This includes investment in new community hub building works in Fremantle, continued investment in key information systems, cemetery grounds development for burial and memorial services and replacement of fleet, plant and equipment, providing increased capability to meet higher funeral activity levels and improved service delivery.
3. Across the forward estimates period, the AIP provides for new building works for mausoleum assets, replacement of buildings and infrastructure, ongoing programs to update ICT and other cemetery capital works programs. These works support the delivery of the Board's services for improved access to the State's metropolitan cemeteries for the benefit of the community, industry and Government.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>COMPLETED WORKS</b>							
Building and Infrastructure - 2022-23 Program .....	6,476	6,476	6,476	-	-	-	-
Burials, Entombments and Memorials - 2022-23 Program ...	595	595	595	-	-	-	-
Cremators							
2021-22 Program .....	3,350	3,350	1,015	-	-	-	-
2022-23 Program .....	1,428	1,428	1,428	-	-	-	-
Fleet, Plant and Equipment - 2022-23 Program .....	1,500	1,500	1,500	-	-	-	-
<b>NEW WORKS</b>							
Building and Infrastructure							
2023-24 Program .....	6,271	-	-	6,271	-	-	-
2024-25 Program .....	9,894	-	-	-	9,894	-	-
2025-26 Program .....	9,709	-	-	-	-	9,709	-
2026-27 Program .....	7,286	-	-	-	-	-	7,286
Burials, Entombments and Memorials							
2023-24 Program .....	660	-	-	660	-	-	-
2024-25 Program .....	555	-	-	-	555	-	-
2025-26 Program .....	320	-	-	-	-	320	-
2026-27 Program .....	1,730	-	-	-	-	-	1,730
Cremators - 2023-24 Program .....	380	-	-	380	-	-	-
Fleet, Plant and Equipment							
2023-24 Program .....	1,285	-	-	1,285	-	-	-
2024-25 Program .....	1,146	-	-	-	1,146	-	-
2025-26 Program .....	976	-	-	-	-	976	-
2026-27 Program .....	1,280	-	-	-	-	-	1,280
<b>Total Cost of Asset Investment Program .....</b>	<b>54,841</b>	<b>13,349</b>	<b>11,014</b>	<b>8,596</b>	<b>11,595</b>	<b>11,005</b>	<b>10,296</b>
<b>FUNDED BY</b>							
Internal Funds and Balances .....			11,014	8,596	11,595	11,005	10,296
<b>Total Funding .....</b>			<b>11,014</b>	<b>8,596</b>	<b>11,595</b>	<b>11,005</b>	<b>10,296</b>